**GENERAL SERVICES ADMINISTRATION SERVICES**

Federal Supply Service Authorized Federal Supply Schedule Price List

*On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET addresses GSA Advantage!® is: GSAAdvantage.gov*

**Schedule Title:** Multiple Award Schedule (MAS)

<table>
<thead>
<tr>
<th>Large Category</th>
<th>Subcategory</th>
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<tbody>
<tr>
<td>Professional Services</td>
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<td>R703, R704</td>
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<td>T006, D304, R701, R708, Y1PB, R422</td>
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<td></td>
<td>Technical and Engineering Services (non-IT)</td>
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</table>

*For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov*

**Contract Number:** 47QRAA18D001P

**Contract Period:** November 21, 2017 to November 20, 2022

**Contractor:** Deloitte Consulting LLP
1919 N. Lynn St., Arlington, VA 22209-1742
www.deloitte.com

**Contact for Ordering and Contract Administration:**
Nancy Dunn
1919 N. Lynn Street
Arlington, VA 22209
Phone: 703 251-1143
Fax: 703-842-6748
Email: usdeloittegsacontracts@deloitte.com

**Business Size:** Large

Current through Modification PS-0020 dated 08/23/22 & Refresh 0013
# SECTION 1.0 CUSTOMER INFORMATION

1a. Table of Awarded Special Item Numbers:

<table>
<thead>
<tr>
<th>Large Category</th>
<th>Subcategory</th>
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<th>SIN Title</th>
</tr>
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<tbody>
<tr>
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<td>Management and Financial Consulting, Acquisition and Grants Management...</td>
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<td>Testing and Analysis</td>
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<td>Testing Laboratory Services</td>
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<td>&amp; Solutions</td>
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<td>(non-IT)</td>
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1b. Lowest Priced Model:  NA

1c. Labor Descriptions and Rates: Please see Sections 10-11 of this Price List

2. Maximum Order:

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<td>541850 541850(RC)</td>
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</table>
3. **Minimum Order:** $100

4. **Geographic Coverage:** Worldwide

5. **Point(s) of Production:** Various Deloitte Consulting locations based on client requirements

6. **Discount from list prices or statement of new price:** Prices are net prices and include all discounts and fees

7. **Quantity Discounts:** None at the Schedule contract level. However, Quantity of Volume discounts are available at the Task Order or Blanket Purchase Agreement (BPA) level

8. **Prompt Payment terms:** Net 30 days. [Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.]

9. **Foreign Items:** None

10a. **Time of Delivery:** Specified on the Task Order

10b. ** Expedited Delivery:** Contact Contractor

10c. **Overnight Delivery:** Contact Contractor

10d. **Urgent Requirements:** Contact Contractor

11. **FOB Points:** Destination (deliverable items)

   Professional Services will be performed at the location(s) identified by the ordering agency in the order

12a. **Ordering Address:**

   Point of Contact for Ordering and Contact Administration:
   Attn: Nancy Dunn
   Deloitte Consulting LLP
   1919 N. Lynn Street
   Arlington, VA 22209
   
   Phone: (703) 251-1143
   Fax: (703) 842-6748
   E-mail: usdeloittegsacontracts@deloitte.com

12b. **Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3
13. Payment Addresses:

<table>
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<tr>
<th>Electronic Payment/Wire Transfer and ACH</th>
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<tr>
<td>Bank of America</td>
<td>Deloitte Consulting LLP</td>
<td>Deloitte Consulting LLP</td>
</tr>
<tr>
<td>Account# 385015866174</td>
<td>P.O. Box 844717</td>
<td>LBX# 844717</td>
</tr>
<tr>
<td>Swift code: BOFAUS3N</td>
<td>Dallas, TX 75284-4717</td>
<td>1950 N. Stemmons Freeway</td>
</tr>
<tr>
<td>US ACH: 011900571</td>
<td></td>
<td>Suite 5010</td>
</tr>
<tr>
<td>US Wire: 026009593</td>
<td></td>
<td>Dallas, TX 75207</td>
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Email remittance detail to: Deloittepayments@Deloitte.com
Taxpayer ID# 06-1454513

14. Warranty Provision: Standard Commercial Terms

15. Export Packing: N/A

16. Terms and Conditions – Rental, Maintenance and Repair: N/A

17. Terms and Conditions – Installation: N/A

18a. Terms and Conditions – Repair Parts: N/A

18b. Terms and Conditions – Other Services: Standard Commercial Terms

19. List of service and distribution points: N/A

20. List of Participating Dealers: N/A

21. Preventive Maintenance: N/A

22a. Special Attributes: N/A

22b. Section 508 Compliance: The professional services offered by Deloitte Consulting are technical, logistical, managerial and advisory services which are not generally considered Electronic and Information Technology (EIT) and which are not provided by the government to employees or to the public. Section 508 Compliance does not apply to these services. If these services are ordered in support of agency requirements relating to EIT applications, products and services provided to employees or to the public, then, Deloitte will address Section 508 Compliance requirements as set out in a Task Order or Statement of Work. The EIT standard can be found at: www.Section508.gov/.

23. Unique Entity Identifier (UEI) Number: CKV2L9GZKJK3 {DUNS 019121586}

24. Notification regarding registration in System for Award Management (SAM) database. Registered
SECTION 2.0 FIRM OVERVIEW

Deloitte Consulting LLP (“Deloitte Consulting”) is one of the world’s leading business consulting firms, providing services to transform strategy, processes, information technology, and people. With recognized industry knowledge and experience, Deloitte Consulting helps clients create, defend and/or reinvent their business and economic models by guiding them through the complexity of the digital economy.

Deloitte Consulting is a part of Deloitte Touche Tohmatsu, one of the world’s leading professional services firms, delivering world-class assurance and advisory, tax, and consulting services. Serving nearly one-fifth of the world’s largest companies as well as large national enterprises, public institutions, and successful fast-growing companies, our internationally experienced professionals deliver seamless, consistent services wherever our clients operate. Our mission is to help our clients and our people excel.

A very different approach, for very different results.

Deloitte Consulting has built a reputation as a client-oriented consulting firm with deep technical knowledge. Our most basic client service instincts are to team with our clients to create a shared commitment to success.

Our proactive, collegial approach to client relationships facilitates a continual understanding of our clients’ expectations. We believe that establishing such a relationship is essential to the successful and timely completion of project activities, promotion of client understanding and ownership of projects, and facilitation of a smooth transition into implementation and development efforts. By combining the objectivity, knowledge, experience, and creativity of both our clients and our consultants, we achieve better, more sustainable results.

Working with clients to create a shared sense of ownership for an engagement’s outcome helps to increase realized benefits. We encourage client representatives to serve on project teams as full-time, equal members and to personally take part in defining why the organization needs to change, what needs to change, and how to best achieve the change.

It is the combination of our collaborative relationships with clients and our programmatic and technical experience that give our clients a true advantage because:

• Clients are an integral part of our consulting projects—helping to ensure the effective transfer of knowledge and realization of the recommendations.
• We work with management and project sponsors to help them plan the implementation of their decisions.
• We focus on both the cultural and technical aspects of projects, recognizing that managing change is critical to successful implementation.
SECTION 3.0 TECHNICAL & ENGINEERING (NON-IT) & TESTING

LABORATORY SERVICES

Section 3.1 Engineering Disciplines

There are four primary disciplines in the engineering field and hundreds of sub-disciplines or specialties associated with engineering disciplines. Below is a list of the primary engineering disciplines:

Chemical Engineering:
Planning, development, evaluation and operation of chemical, biochemical or physical plants and processes. Changes in composition, energy content, state of aggregation of materials, forces that act on matter, and relationships are examined, and new and conventional chemical materials, products and processes are produced and/or manufactured.

It includes, but is not limited to, planning, evaluating or operation of chemical plants and petroleum refineries, pollution control systems, biochemical processes, plastics, pharmaceuticals, fibers; analysis of chemical reactions that take place in mixtures; determination of methodologies for the systematic design, control and analysis of processes, evaluating economics, safety, etc.

Civil Engineering:
Planning, evaluation and constructed infrastructure of facilities and buildings, transportation systems, water, earthworks, and other structures.

It includes, but is not limited to, planning, evaluation, and operations of bridges, dams, airports, highways, transportation systems, large buildings, power generating plants, sewage systems, water resources and supply, waste treatment facilities, soil, rock, etc. It also includes the manufacture, production, furnishing, construction, alteration, repair, processing or assembling of vessels, aircraft, or other kinds of personal property, including heating, ventilation and air-conditioning.

Electrical Engineering:
Planning, design, development, evaluation and operation of electrical principles, models and processes.

It includes, but is not limited to, the design, fabrication, measurement and operation of electrical devices, equipment and systems (e.g., signal processing; telecommunication; sensors, microwave, and image processing; micro-fabrication; energy systems and control; micro- and nano-electronics; plasma processing; laser and photonics; satellites, missiles and guidance systems, space vehicles, fiber optics, robotics, etc.).

Mechanical Engineering:
Planning, development, evaluation and control of systems and components involving the production and transfer of energy and with the conversion of one form of energy to another. It includes, but is not limited to, planning and evaluation of power plants, analysis of the economical combustion of fuels, conversion of heat energy into mechanical energy, use of mechanical energy to perform useful work, analysis of structures and motion in mechanical systems, and conversion of raw materials into a final product, etc. (e.g., thermodynamics, mechanics, fluid mechanics, jets, rocket engines, internal combustion engines, steam and gas turbines, continuum mechanics, dynamic systems, dynamics fluid mechanics, heat transfer, manufacturing, materials, solid mechanics, reactors, etc.).
Services Not Included:
At the present time the services identified below are not included. GSA has reserved the right to include these services at a future time.

- Construction and Architect-Engineering services
- Computer Engineering and Information Technology
- Environmental Advisory Services
- Foundation and Landscaping Engineering
- Heating, Ventilation and Air-Conditioning
- Research and Development (per FAR Part 35)
- Products/materials/services already solicited under other Federal Supply Service (FSS) Schedules
Section 3.2 Technical & Engineering (non-IT) & Testing Laboratory Services Special Item Numbers (SINs)

Deloitte has the in-depth experience and understanding of each of the SINs to support successful delivery of engineering and program management solutions. Our commitment to success is evident in our long-standing relationships with government clients and our ability to deliver world-class solutions thereby enabling them to meet their demanding cost and technical requirements.

**SIN: 541330ENG, 541330ENG(RC) - Engineering Services**

Services include: applying physical laws and principles of engineering in the design, development, and utilization of machines, materials, instruments, processes, and systems. Services may involve any of the following activities: provision of advice, concept development, requirements analysis, preparation of feasibility studies, preparation of preliminary and final plans and designs, provision of technical services during the construction or installation phase, inspection and evaluation of engineering projects, and related services.

NOTE: Services under this SIN cannot include architect-engineer services as defined in the Brooks Act and FAR Part 2, or construction services as defined in FAR Parts 2 and 36.

**SIN: 541715, 541715(RC) - Engineering Research and Development and Strategic Planning**

Services include conducting research and experimental development (except nanotechnology and biotechnology research and experimental development) in the physical, engineering and life sciences such as; such as agriculture, electronics, environmental, biology, botany, computers, chemistry, food, fisheries, forests, geology, health, mathematics, medicine, oceanography, pharmacy, physics, veterinary and other allied subjects.

Typical tasks include, but are not limited to, analysis of mission, program goals and objectives, program evaluations, analysis of program effectiveness, requirements analysis, organizational performance assessment, special studies and analysis, training, and consulting; requirements analysis, cost/cost performance trade-off analysis, feasibility analysis, developing and completing fire safety evaluation worksheets as they relate to professional engineering services; operation and maintenance, evaluation of inspection, testing, and maintenance program for fire protection and life safety systems, program/project management, technology transfer/insertion, training and consulting.

NOTE: Services under this NAICs cannot include architect-engineer services as defined in the Brooks Act and FAR Part 2 or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.
SIN: 541380, 541380(RC) – Testing Laboratory Services
Includes testing laboratory services and veterinary, natural, and life sciences; testing services and laboratories; and other professional, scientific, and technical consulting services.

Testing and services include, but are not limited to: physical, chemical, analytical, or other testing services; quality assurance; fire safety inspections; training; safety audits; relying upon experimental, empirical, quantifiable data, relying on the scientific method, and professional services, tasks, and labor categories in the fields of biology, chemistry, physics, earth sciences, atmospheric science, oceanography, materials sciences, mathematics, geology, astronomy, veterinary medicine, statistics, systems science, etc., (excludes social and behavioral sciences).

Examples of labor categories include, but are not limited to, Scientific Researchers, Biologists, Physicists, Mathematicians, Statisticians, Research Engineers, Meteorologists, Lab Technicians, Veterinarians and Veterinary Services, Chemists, Biochemical Engineers, Research Nurses.
SECTION 4.0 FINANCIAL & BUSINESS ADMINISTRATIVE SERVICES

Section 4.1 The Deloitte Federal Financial Management Solutions Center

The Deloitte Federal Financial Management Solutions Center (Solutions Center), in Washington, D.C., is a key component of Deloitte Consulting’s overall strategy to provide innovative solutions to the federal government. The professionals assigned to our Solutions Center conduct research on and develop alternative approaches to addressing some of the federal government’s most pressing financial management and financial transformation challenges.

The Solutions Center is most effective when it can facilitate bringing all interested parties together to help find common-ground alternative approaches to addressing such shared challenges as financial reporting, internal controls, financial systems, asset management, grants management and auditing standards.

In addition, research efforts have identified real-world and time-tested methods that agency chief financial officers (CFOs) can use to help transform their organizations from transaction processors and financial systems operators to catalysts and strategists. In leading these improvements, CFOs can serve as change agents to stimulate beneficial behaviors across their agencies, while providing the financial leadership needed to determine and align business direction with financial strategies.

Effective Practices in Financial Management

The Solutions Center also facilitates research on what can work in federal financial management, and why. By utilizing effective practices from both the commercial and federal sectors, the innovative ideas and model programs have been developed to help federal agencies in their efforts to make financial management more efficient and effective. We have listened to our federal clients, and have focused much of our research and development activities on financial management ideas and programs that are:

- **Practical** – whether they are technical, operational or policy-oriented
- **Agency-focused** – addressing the needs and concerns of various stakeholders
- **Innovative** – utilizing effective practices from both commercial and federal-sector organizations
- **Results-driven** – positively impacting the federal financial management community and its stakeholders

A Real-world, Time-tested Process for Driving Innovation

The Solutions Center facilitates the development of workable alternative approaches by understanding independent and shared research, bringing together relevant stakeholders through roundtables and other forms of engagement, and applying a deep knowledge of federal financial management—in both practice and policy—to the analysis. More specially, the Solutions Center professionals make speeches, participate in panel presentations, prepare short articles and publications and conduct training sessions.

The Solutions Center also offers tailored, fast-paced “solution sessions” where CFOs, key stakeholders and subject-matter specialists can come together to discuss and evaluate practical answers to the most pressing financial management problems in federal agencies.
Deloitte Consulting has provided a number of services to the Federal industry. These services are as follows:

- Financial Management and Budgeting Services
- Business Process Reengineering
- Outsourcing
- Activity Based Costing
- Human Resources Consulting
- Organizational and Operational Assessments
- Systems Analysis
- eBusiness Solutions
- Management Consulting
- Facilitation Services
- eLearning
- Program and Project Management
- Performance Measurement
- Systems Development
- Systems Implementation
- Change Management

Deloitte Consulting is dedicated to helping our clients and people excel. Known as an employer of choice for innovative human resources programs. For more information, please visit our web site at www.deloitte.com.
Section 4.2 Financial & Business Administrative Services Special Item Numbers (SINs)

**SIN: 522310, 522310(RC) - Financial Advising, Loan Servicing and Asset Management Services**

Services include assisting agencies on cross-cutting issues, asset marketability, equity monitoring, originations, and addressing any other considerations regarding the acquisition, management and/or resolution of an asset; assisting agencies in servicing, monitoring and maintaining loan assets such as establishing loan database, remittance processing, processing loan cancellations and consolidations, billing services, and servicing troubled loans which may include borrower negotiations, restructuring, foreclosure and supervision of the sale of the collateral and workout agreements.

**SIN: 541219, 541219(RC) - Budget and Financial Management Services**

Services include accounting, budgeting, and complementary financial services such as: transaction analysis, transaction processing, data analysis and summarization, technical assistance in devising new or revised accounting policies and procedures, classifying accounting transactions, special studies to improve accounting operations, assessment and improvement of budget formulation and execution processes, special reviews to resolve budget formulation or budget execution issues, and technical assistance to improve budget preparation or execution processes.

**SIN: 541611, 541611(RC) - Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services**

Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency’s portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award.

Personal services as defined in FAR 37.104 are prohibited. 
monitor the operations and performance of the partnership through review of the general partner’s business plans, financial reports and projections to protect against reduction in value or mismanagement of assets; Investor reporting: Use various financial indicators to provide a detailed reporting package for each transaction representing the current financial status and performance of a portfolio.
SECTION 5.0 MARKETING AND PUBLIC RELATIONS

Deloitte Consulting’s overall strategy to provide innovative solutions to the federal government fosters several key components to support evolving advertising and integrated marketing needs. From strategy to delivery, Deloitte Consulting combines cutting-edge creative with trusted business and technology experience to define and deliver digital experiences. We deliver design, strategy, mobile, social, web, content management and digital ERP solutions that help strengthen our clients’ brands and evolve businesses. We realize the importance of combining deep strategic change experience with practical business strategy. We have an array of tools and resources that help us deliver marketing and communications, but we approach each project as a unique situation with no precast solutions. The Deloitte brand journey positions clients to respond to changes in the federal marketplace with proactive, strategic and innovative solutions. Our solutions are based on insight driven analysis, provide direction from implementation through evaluation, influence behavior change and incorporate federal branding to enhance reputation. The best change strategy is the one that meshes leading practices with our clients’ specific needs.

- **Strategy**
  - Mobile strategy
  - Visioning workshops & roadmaps
  - Web & eCommerce strategy
  - DCM strategy
  - Concepts & prototypes

- **Web**
  - eCommerce
  - Enterprise portals
  - Web marketing

- **Design**
  - Interface design
  - User experience
  - Content strategy
  - Copywriting

- **Mobile**
  - Consumer mobile & eCommerce
  - Enterprise mobile
  - B2B mobile
  - Public sector mobile
  - Mobile readiness
• Digital Content
  o Web content management
  o Digital asset management
  o Document & asset management
  o Content analytics & optimization

• Social
  o Social apps
  o Listening posts
  o Enterprise social collaboration

• Digital ERP
  o SAP SUP
  o Oracle
  o Adobe Air on ERP

• Communications
  o Stakeholder analysis
  o Communication strategy and plan
  o Leadership communications
  o Written communications such as newsletters and articles
  o Communication events such as town halls and team meetings
  o Public Relations

• Change Management
  o Leadership alignment
  o Change readiness assessment
  o Change impact assessment
  o Workforce transition planning
  o Implementation planning

• Culture
  o Culture assessment
  o Future-state culture visioning workshop
  o Targeted behavior change for business critical events
  o Recommended solutions to achieve cultural transformation
Section 5.1 Marketing and Public Relations Special Item Numbers (SINs)

Deloitte Consulting has the in-depth experience and understanding of each of the SINs to support successful delivery of advertising, marketing and communication solutions. Our commitment to success is evident in our long-standing relationships with government clients and our ability to deliver world-class solutions thereby enabling them to meet their demanding cost and requirements.

SIN: 541810, 54180(RC) - Advertising Services

Services provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups and engage in recruitment campaigns. Services include, but are not limited to the following components: advertising objective determination, message decision / creation, media selection, outdoor marketing and media services, broadcast media (radio, TV, internet and public service announcements), direct mail services, media planning, media placement services, advertising evaluation, related activities to advertising services.

NOTE: Any commissions received for advertising agencies will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

SIN: 541820, 541820(RC) - Public Relations Services

Services provided include providing customized media and public relation services such as the development of media messages and strategies; providing recommendations of media sources for placement of campaigns; preparing media materials such as, background materials, press releases, speeches and presentations and press kits: executing media programs, conducting press conferences, scheduling broadcast and/or print interviews, media alerts and press clipping services related activities to public relations services.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

SIN: 541511, 541511(RC) Web Based Marketing

Services include, but are not limited to writing, modifying, testing, and supporting software to meet the needs of a particular customer. This can include website design and maintenance services, search engine development, email marketing, interactive marketing, web based advertising (including marketing and social media outlets), webcasting, video conferencing via the web, section 508 compliance, including captioning services, online media management; and related activities to web based services.

Media will be provided in a format that is compatible with the ordering agency's software requirements. Continual website updates and maintenance may also be required.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.
**SIN: 541910, 541910(RC) - Marketing Research and Analysis**

Services include customizing strategic marketing plans, branding initiatives, creating public awareness of products, services, and issues; targeting market identification and analysis, establishing measurable marketing objectives; determining market trends and conditions, identifying and implementing appropriate strategies, conducting focus groups, telemarketing, individual interviews, preparing/distributing surveys, and compiling/analyzing results, establishing call centers (in relation to services provided under this schedule).

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

**SIN: 512110, 512110(RC) - Video/Film Production**

Services include writing, directing, shooting, arranging for talent / animation, narration, music and sound effects, duplication, distribution, video scoring; and editing.

Videotape and film production services will be provided to inform the public and Government agencies about the latest products, services, and/or issues in various outputs such as: industry standard formats, accessibility and video streaming development. Filming in studios, on location, live shows or events may also be required.

NOTE: Any commissions received for media placement will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

**SIN: 541850, 541850(RC) - Exhibit Design and Advertising Services**

Services include conceptualizing, designing and producing exhibits and their accompanying materials, providing and/or making recommendations for carpet and padding installation for exhibit property; preview, set-up and dismantling of exhibit property, cleaning, prepping and storing exhibit property for future use, shipping exhibit property to and from designated site(s); and media illumination services.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

**SIN: 541613, 541613(RC) - Marketing Consulting Services**

Services include providing operating advice and assistance on marketing issues, such as developing marketing objectives and policies, sales forecasting, marketing planning and strategy, and development of multi-media campaigns. Services relating to providing assistance with challenges, contests, and competitions, such as providing marketing and advertising support, assistance with conducting the challenge / contest / competition, facilitating events; and supporting the judging of events are included. The challenge / contest / competition may be to identify a solution to a particular problem or to accomplish a particular goal. Prizes or other incentives may be offered by customers to find innovative or cost-effective solutions to improving open government. Solutions may be ideas, designs, proofs of concept or finished products. SIN 541810ODC must be used in conjunction with the payment for prizes or other incentives.
NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.
SECTION 6.0 BUSINESS ADMINISTRATIVE AND TRAINING SERVICES

Section 6.1 Business Administrative & Training Services Special Item Numbers (SINs)

**SIN: 541611, 541611(RC) - Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services**

Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency’s portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award.

Personal services as defined in FAR 37.104 are prohibited. monitor the operations and performance of the partnership through review of the general partner’s business plans, financial reports and projections to protect against reduction in value or mismanagement of assets; Investor reporting: Use various financial indicators to provide a detailed reporting package for each transaction representing the current financial status and performance of a portfolio.

**SIN: 611430, 611430(RC) – Professional and Management**

Services include offering an array of short duration courses and seminars for management and professional development. Training for career development may be provided directly to individuals or through employers’ training programs, and courses may be customized or modified to meet the special needs of customers. Instruction may be provided in diverse settings, such as the establishment's or agency's training facilities, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided may include the use of simulators and simulation methods.

Examples include Training Services that are instructor led Training or Web Based Training of Education Courses, Course Development and Test Administration, Learning Management, and Internships; Environmental Training Services in order to meet Federal mandates and Executive Orders; training of agency personnel to deal with media and media responses; Logistics Training Services related to system operations, automated tools for supply and value chain management, property and inventory management, distribution and transportation management, and maintenance of equipment and facilities; Audit & Financial training services related to course development and instruction required to support audit, review, financial assessment and financial management activities.
Any firm offering Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Training for Acquisition Workforce Personnel will include an identify only DAWIA and FAC-C courses that have been deemed DAU equivalent or approved by the Federal Acquisition Institute (FAI).

NOTE: In accordance with OMB Policy Letter 05-01, civilian agencies must follow the course equivalency determinations accepted by the Defense Acquisition University (DAU) to ensure that core training is comparable across the workforce and qualifies for certification. When procuring FAC-C and DAWIA training for the audience identified below, the task order level Contracting Officer shall confirm that the courses being acquired are listed on one of the following websites: https://www.fai.gov/drupal/certification/verified-contracting-course-vendor-listing OR http://icatalog.dau.mil/appg.aspx (click on commercial vendors). Training Audience-Acquisition professionals interested in completing FAC-C or DAWIA.
SECTION 7.0 LOGISTICAL & TRAINING SERVICES

Deloitte Consulting’s Supply Chain Strategy offering is focused on helping our clients to create, refine, and implement supply chain strategies that support their overarching business strategy. We focus on helping clients determine what distinctive supply chain capabilities must be in place and what management structure, processes and systems will position the organization to achieve operational excellence. This includes operating model design and optimization as well as defining and developing supply chain capabilities that improve operational and financial performance and managing supply chain related risk. Utilizing synchronized planning and logistics Deloitte Consulting develops tailored solutions that enable clients to effectively deliver resources to the right place at the right time.

Synchronized Planning and Logistics solutions include:

- **Planning:** Coordinating assets to match supply and demand and optimize inventory of goods and services
- **Supply Chain Visibility:** End-to-End Supply Chain Visibility. Providing near real-time information on inventory health, in-transit status updates, and ability to re-prioritize resources. Trace business flows logically – from planning (“trace”), through distribution, to customer delivery and final disposal (“track”).
- **Warehousing & Inventory Management:** Making a warehouse effective by selecting the optimum site, determining the functional requirements, designing the warehouse layout and optimizing the warehouse process
- **Global Trade & Logistics:** Streamlining and enhancing the speed and accuracy of customs processes and trade logistics
- **Transportation/Network Optimization:** Enhancing Delivery performance while reducing cost, and maximizing resource utilization
- **Fleet Management:** Monitoring and maintaining vehicles (Fleet) assets owned, leases, or rented by a company
- **Logistics Technology Enablers:** Leveraging technology to improve delivery of offerings including Block chain, Autonomous Vehicles, Smart City Logistics, Transportation Management Systems (TMS), Warehouse Management Systems (WMS), and Product Logistics Management (PLM)
Section 7.1 Logistical & Training Services Special Item Numbers (SINs)

Deloitte Consulting has the in-depth experience and understanding of each of the SINs to support successful delivery of logistics solutions. Our commitment to success is evident in our long-standing relationships with government clients and our ability to deliver world-class solutions.

SIN: 541614SVC, 541614SVC(RC) - Supply and Value Chain Management
Includes supply and value chain management, which involves all phases of the planning, acquisition, and management of logistics systems.

SIN: 541614, 541614(RC) - Deployment, Distribution and Transportation Logistics Services
Services include the following: Deployment Logistics such as contingency planning, identifying/utilizing regional or global resources, integrating public/private sector resources, inventory/property planning, movement, storage, end-to-end industrial relocation/expansion services, and deploying communications and logistics systems to permit rapid deployment and management of supplies and equipment; Distribution and Transportation Logistics Services such as Planning and designing, implementing, or operating systems or facilities for the movement of supplies, equipment or people by road, air, water, rail, or pipeline.

SIN: 611430, 611430(RC) Professional and Management Development Training
Services include offering an array of short duration courses and seminars for management and professional development. Training for career development may be provided directly to individuals or through employers' training programs, and courses may be customized or modified to meet the special needs of customers. Instruction may be provided in diverse settings, such as the establishment's or agency's training facilities, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided may include the use of simulators and simulation methods.

Examples include Training Services that are instructor led Training or Web Based Training of Education Courses, Course Development and Test Administration, Learning Management, and Internships; Environmental Training Services in order to meet Federal mandates and Executive Orders; training of agency personnel to deal with media and media responses; Logistics Training Services related to system operations, automated tools for supply and value chain management, property and inventory management, distribution and transportation management, and maintenance of equipment and facilities; Audit & Financial training services related to course development and instruction required to support audit, review, financial assessment and financial management activities.

Any firm offering Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Training for Acquisition Workforce Personnel will include an identify only DAWIA and FAC-C courses that have been deemed DAU equivalent or approved by the Federal Acquisition Institute (FAI).
NOTE: In accordance with OMB Policy Letter 05-01, civilian agencies must follow the course equivalency determinations accepted by the Defense Acquisition University (DAU) to ensure that core training is comparable across the workforce and qualifies for certification. When procuring FAC-C and DAWIA training for the audience identified below, the task order level Contracting Officer shall confirm that the courses being acquired are listed on one of the following websites:
SECTION 8.0 INFORMATION TECHNOLOGY (Subject to Cooperative Purchasing)

SIN: 54151HACS, 54151HACS(STLOC), 54151HACS(RC) - Highly Adaptive Cybersecurity Services (HACS)
Highly Adaptive Cybersecurity Services (HACS) includes a wide range of fields such as, the seven-step Risk Management Framework services, information assurance, virus detection, network management, situational awareness and incident response, secure web hosting, and backup, security services and, Security Operations Center (SOC) services. HACS vendors are cataloged under the 5 subcategories of High Value Asset Assessments, Risk and Vulnerability Assessments, Cyber Hunt, Incident Response, and Penetration Testing.

SIN: 54151HEAL, 54151HEAL(STLOC), 54151HEAL(RC) - Health Information Technology Services
Health Information Technology Services includes a wide range of Health IT services to include connected health, electronic health records, health information exchanges, health analytics, personal health information management, innovative Health IT solutions, health informatics, emerging Health IT research, and other Health IT services.

SIN: 54151S, 54151S(STLOC), 54151S(RC) - Information Technology Professional Services
IT Professional Services and/or labor categories for database planning and design; systems analysis, integration, and design; programming, conversion and implementation support; network services, data/records management, and testing.

SIN: 541519PIV, 541519PIV(STLOC), 541519PIV(RC) – Homeland Security Presidential Directive 12 Product and Service Components
PIV products and PIV services to implement the requirements of HSPD-12, FIPS-201 and associated NIST special publications. implementation components specified under this SIN are: * PIV enrollment and registration services, * PIV systems infrastructure, * PIV card management and production services, * PIV card finalization services, * Logical access control products and services, * PIV system integration services. Installation services and FIPS 201 compliant PACS (Physical Access Control System) products.

SIN: 561422, 561422(STLOC), 561422(RC) – Automated Contact Center Solutions
Automated Contact Center Solution (ACCS) is defined as any offering utilized to establish and maintain contact center capabilities for an agency. The offering may consist of one or more of the following: products, equipment, software, labor and/or services. Permissible offerings under this SIN may include any technologies or services required to deliver and support an ACCS for an agency, including but not limited to: Artificial Intelligence (AI), Chat Bots, Robotic Process Automation, Interactive Voice Response (IVR), Voice/Speech Recognition, Text-to-Speech, Voicemail, Callback, Web Callback, Email Delivery, Hosted Online Ordering, Hosted Email Web Form, Hosted FAQ Service, etc.
SECTION 9.0 MISCELLANEOUS COMPLIMENTARY SINs

SIN: OLM, OLM(RC) - Order-Level Materials (OLM)

OLMs are supplies and/or services acquired in direct support of an individual task or delivery order placed against a Schedule contract or BPA. OLM pricing is not established at the Schedule contract or BPA level, but at the order level. Since OLMs are identified and acquired at the order level, the ordering contracting officer (OCO) is responsible for making a fair and reasonable price determination for all OLMs.

OLMs are procured under a special ordering procedure that simplifies the process for acquiring supplies and services necessary to support individual task or delivery orders placed against a Schedule contract or BPA. Using this new procedure, ancillary supplies and services not known at the time of the Schedule award may be included and priced at the order level.

OLM SIN-Level Requirements/Ordering Instructions:

OLMs are:

- Purchased under the authority of the FSS Program
- Unknown until an order is placed
- Defined and priced at the ordering activity level in accordance with GSAR clause 552.238-115 Special Ordering Procedures for the Acquisition of Order-Level Materials. (Price analysis for OLMs is not conducted when awarding the FSS contract or FSS BPA; therefore, GSAR 538.270 and 538.271 do not apply to OLMs)
- Only authorized for use in direct support of another awarded SIN
- Only authorized for inclusion at the order level under a Time-and-Materials (T&M) or Labor-Hour (LH) Contract Line Item Number (CLIN)
- Subject to a Not-To-Exceed (NTE) ceiling price

OLMs are not:

- Open Market Items
- Items awarded under ancillary supplies/services or other direct cost (ODC) SINs (these items are defined, priced, and awarded at the FSS contract level).
SECTION 10.0 GSA LABOR CATEGORY DESCRIPTIONS

STRATEGY LABOR CATEGORY DESCRIPTIONS

**Professional Services:** Business Administrative Services, Financial Services, Logistical Services, Marketing and Public Relations, Technical and Engineering Services (non-IT), Training

**Scientific Management and Solutions:** Testing and Analysis

**Applicable to SINs:** 541611, 541611(RC), 522310, 522310(RC), 541219, 541219(RC), 541614, 541614(RC), 541614SVC, 541614SVC (RC), 512110, 512110(RC), 541511, 541511(RC), 541613, 541613(RC), 541614, 541614SVC (RC), 512110, 512110(RC), 541511, 541511(RC), 541613, 541613(RC), 541810, 541810(RC), 541820, 541820(RC), 541380, 541380(RC), 541850, 541850(RC), 541910, 541910(RC), 541420, 541420(RC), 541715, 541715(RC), 541330ENG, 541330ENG(RC), 611430, 611430(RC)

**Strategy Executive II**

**Experience:** Minimum 14 years consulting or relevant experience

**Education:** Master’s or equivalent in a related field

**Strategy Executive I**

**Experience:** Minimum 13 years consulting or relevant experience

**Education:** Master’s or equivalent in a related field

**Strategy Management Lead I**

**Experience:** Minimum 12 years consulting or relevant experience

**Education:** Master’s or equivalent in a related field

**Labor Category Skills and Expertise:**

- Expert in the firm’s strategy consulting offerings: enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement.
- Experienced in facilitation, presentation delivery, and coaching to impact organizational level change
- Advises executive-level clients on problem definition and solution design

**Responsibilities:**

- Leverages internal and external alliances and deep executive advice to address the most strategic client challenges and requirements and to deliver increased value throughout the engagement
- Translates strategy into an efficient and effective portfolio of programs and projects that will meet an organization’s strategic objectives
- Provides contract and engagement oversight, including managing budget, risk, quality, and personnel
- Manages senior-most client relationships and guides senior client leaders through program change
Strategy Engagement Leader II
Experience: Minimum 10 years consulting or relevant experience
Education: Master’s or equivalent in a related field

Strategy Engagement Leader I
Experience: Minimum 8 years consulting or relevant experience
Education: Master’s or equivalent in a related field

Labor Category Skills and Expertise:
- Experienced in the firm’s strategy consulting offerings: enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement.
- Experienced in facilitation, presentation delivery, and coaching to impact organizational level change

Responsibilities:
- Manages multitask projects of high complexity
- Manages engagement scope, budget, quality, and timeline
- Leads integrated team of multi-disciplinary professionals, with multiple concurrent deliverables and tasks
- Presents findings to executive-level clients
- Manages relationships with executive-level clients, ensuring alignment of scope and work product with client objectives
- Facilitates client management teams through change processes and delivers presentations
- Leads client meetings

Strategy Solution Architect
Experience: Minimum 15 years consulting or relevant experience
Education: Master’s or equivalent in a related field

Labor Category Skills and Expertise:
- Senior Subject Matter Expert in one of the areas of enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement with strong problem solving and technical skills
- Understands the benefits of using standard methods and tools in their application on a particular engagement; contributes to the continuous development/improvement of methods and tools

Responsibilities:
- Applies industry expert knowledge to strategic planning for client matters and issues
- Performs high-end analysis and diagnosing client issues and proposing solutions
Selects the most relevant tools/techniques to support strategic outcomes
Communicates risks and business objectives with the client and with the team
Demonstrates accountability and contributes to the successful realization of client’s strategic goals

**Strategy Project Leader II**

**Experience:** Minimum 7 years consulting or relevant experience  
**Education:** Master’s or equivalent in a related field

**Strategy Project Leader I**

**Experience:** Minimum 5 years consulting or relevant experience  
**Education:** Master’s or equivalent in a related field

**Labor Category Skills and Expertise:**
- Experienced in the firm’s strategy consulting offerings: enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement.
- Experienced in facilitation, oral and written communication, and specific tools such as Microsoft Office products to support projects with organizational level impact

**Responsibilities:**
- Manages and leads project teams
- Responsible for developing and maintaining project schedules, budgets, and client interaction
- Ensures deliverables are presented to clients in a timely manner
- Supervises day-to-day operations of project team
- Reviews deliverables for quality
- Leads large and/or complex teams
- Develops and manages analysis plans
- Communicates recommendation to clients, builds alignment, and manages client relationships

**Strategy Senior Practitioner II**

**Experience:** Minimum 4 years consulting or relevant experience  
**Education:** Master’s or equivalent in a related field

**Strategy Senior Practitioner I**

**Experience:** Minimum 3 years consulting or relevant experience  
**Education:** Master’s or equivalent in a related field

**Labor Category Skills and Expertise:**
- Experienced in the firm’s strategy consulting offerings: enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement
• Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau
• Experienced with data analysis and visualization and the use of such tools as Tableau to facilitate strategic decision-making

Responsibilities:
• Manages development of multiple deliverables
• Capable of leading small teams
• Develops and manages analysis plans
• Presents findings to client teams

Strategy Practitioner II
Experience: Minimum 3 years consulting or relevant experience
Education: Bachelor’s degree or equivalent in a related field

Strategy Practitioner I
Experience: Minimum 2 years consulting or relevant experience
Education: Bachelor’s degree or equivalent in a related field

Labor Category Skills and Expertise:
• Experienced in the firm’s strategy consulting offerings: enterprise strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and organization strategy and design, and performance measurement
• Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau
• Experienced with data analysis and visualization

Responsibilities:
• Manages development of multiple deliverables
• Capable of leading small teams
• Develops and manages analysis plans
• Presents findings to client teams

Strategy Analyst II
Experience: Minimum 1 year experience
Education: Bachelor’s degree or equivalent in a related field

Strategy Analyst I
Experience: None
Education: Bachelor’s degree or equivalent in a related field
Labor Category Skills and Expertise:

- Specialized experience may include facilitation, advanced analysis, and/or modeling
- Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
- Experienced with data analysis and visualization
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value. Qualified in making recommendations for next steps
- Makes use of proprietary tools, methods, and processes in performing project tasks
- Assists with the creation of presentations
- Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics.

BUSINESS ADVISORY LABOR CATEGORY DESCRIPTIONS

Professional Services: Business Administrative Services, Financial Services, Logistical Services, Marketing and Public Relations, Technical and Engineering Services (non-IT), Training

Scientific Management and Solutions: Testing and Analysis

Applicable to SINs: 541611, 541611(RC), 522310, 522310(RC), 541219, 541219(RC), 541614, 541614(RC)
541614SVC, 541614SVC (RC), 521110, 521110(RC), 541511, 541511(RC), 541613, 541613(RC), 541810, 541820, 541820(RC), 541380, 541380(RC), 541850, 541850(RC), 541910, 541910(RC),
541420, 541420(RC), 541715, 541715(RC), 541330ENG, 541330ENG(RC), 611430, 611430(RC)

Business Advisory Executive III

Experience: Minimum of 14 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Executive II

Experience: Minimum of 13 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Labor Category Skills and Expertise:

A Business Advisory Executive provides insightful solutions based on leading industry practices

- Support critical business and operational areas to provide complete life-cycle support (“cradle to grave”) to enable and achieve their missions to more effectively manage risk, schedule, cost, and scope; managing large scale acquisition programs.
- Defines and reviews the project plans, designs and business and systems analysis
- Creates competitive strategies
- Oversees projects based upon the Government specifications and standards
- Performs engineering, financial, program management and marketing analyses required for life cycle support planning
• Provides oversight through all phases from project design, procurement, and construction phase services to final completion
• Coordinates the development of the strategy to provide solutions to client issues
• Provides quality assurance oversight throughout a project’s life cycle.
• Provides the primary strategy interface with client
• Delivers presentations and leads strategic level client meetings
• Accountable for the completion of projects within estimated time frames and budget constraints

Depending on the Service Offering provided the Business Advisory Executive may:
• Oversee the engineering design studies/analyses including the development of system specifications
• Oversee financial projects with strategies and with the integration of other business solutions
• Provide strategic guidance on advertising, marketing and related communications management services
• Provide program management solutions with emphasis on Quality Assurance and Risk Assessment
• Provides guidance and oversight to supply chain logistics services

**Business Advisory Lead II**
Experience: Minimum of 14 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Lead I**
Experience: Minimum of 12 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Labor Category Skills and Expertise:**
A Business Advisory Lead has experience in managing programs and the demonstrated ability to provide guidance and direction for multiple projects and in designing, implementing and managing services including, but not limited to:

• Interfacing with the client regarding strategic goals and issues
• Performing analyses required for life cycle support planning
• Dealing with overarching issues and coordinating problem solutions
• Overseeing the program team and daily operations of development within time frames and budget
• Delivering strategic level client meetings
• Overall, the Business Advisory Lead provides expert guidance to engineering, financial, advertising, marketing, communications and supply chain logistics engagements

**Business Advisory Engagement Leader III**
Experience: Minimum of 10 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field
Business Advisory Engagement Leader II
Experience: Minimum of 9 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Engagement Leader I
Experience: Minimum of 8 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Labor Category Skills and Expertise:
A Business Advisory Engagement Leader has experience managing large projects or set of projects including, but not limited to:

- Providing guidance and direction on a day-to-day basis
- Fostering and managing the relationships between the client and the engagement team
- Resolving client problems and suggesting creative solutions and recommendations
- Reviewing work products for completeness and adherence to customer requirements
- Directing the completion of project specific tasks within estimated time frames and budget constraints
- Delivering presentations and leading client meetings
- Overall, the Business Advisory Engagement Leader provides guidance to engineering, financial, advertising, marketing, communications and supply chain logistic engagements

Business Advisory Solution Architect II
Experience: Minimum of 11 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Solution Architect I
Experience: Minimum of 9 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Labor Category Skills and Expertise:
Business Advisory Solution Architect is a subject matter expert that assists with:

- Ensuring the consistent application of proficient methodologies
- Diagnosing client issues and developing solutions
- Drafting and reviewing work products for completeness and adherence to customer requirements
- Delivering presentations and leading client meetings
- Assisting with the creation of prioritized list of future state technical capabilities, the integration of data elements and the implementation timeline
- Overall, the Business Advisory Solution Architect provides the in-depth subject matter expertise on engineering, financial advertising, marketing, communications and supply chain logistics engagements
Business Advisory Project Lead III

Experience: Minimum of 7 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Project Lead II

Experience: Minimum of 6 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Project Lead I

Experience: Minimum of 5 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Labor Category Skills and Expertise:

- Outlining project work plans and deliverables on a on day-to-day basis
- Reviewing work products for completeness and adherence to customer requirements
- Providing a communication channel between the client and the engagement team
- Providing technical direction, experience and escalation when required
- Delivering presentations and leads client meetings
- Completing project specific tasks within estimated time frames and budget constraints
- Overall, the Business Advisory Project Lead provides the project supervision for engineering, financial, advertising, marketing, communications and supply chain logistics engagements

Business Advisory Senior Professional III

Experience: Minimum of 5 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Senior Professional II

Experience: Minimum of 4 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Business Advisory Senior Professional I

Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

Labor Category Skills and Expertise:

The Business Advisory Senior Professional has experience in supporting projects including, but not limited to:

- Completing project-specific tasks and client presentations
- Defining and guiding sub-tasks of a project’s business and technical needs
- Analyzing client issues and project data, and developing of appropriate deliverables using firm’s tools
- Building organizational design models
- Directing junior staff on project requirements and tasks
Overall, the Business Advisory Senior Professional provides management support on engineering, financial, advertising, marketing, communications and supply chain logistics engagements

**Business Advisory Architect II**
Experience: Minimum of 5 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Architect I**
Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

The Business Advisory Architect has experience in supporting projects including, but not limited to:

- Providing an in-depth experience skill set
- Identifying client issues and utilizing the best practices, methodologies and tools
- Finalizing the work products for completeness and adherence to customer requirements
- Supporting client meetings and presentations with technical subject matter expertise
- Overall, the Business Advisory Architect contributes in-depth subject matter expertise on engineering, financial, advertising, marketing, communications and supply chain logistics engagements

**Business Advisory Mid Professional III**
Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Mid Professional II**
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Mid Professional I**
Experience: Minimum of 1 year of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Labor Category Skills and Expertise:**
The Business Advisory Mid Professional supports the project including, but not limited to:

- Completing assigned engagement tasks and deliverables
- Conducting research, collecting and distilling data
- Analyzing business requirements and defining applicable tools and methodologies
- Supporting the implementation of business solutions, process improvement diagnoses, process modeling and documentation and benchmarking activities
- Contributes to presentations and client meetings
**Business Advisory Jr. Professional III**
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Jr. Professional II**
Experience: Minimum of 1 year of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field

**Business Advisory Jr. Professional I**
Experience: None
Education: Minimum High School Degree

**Labor Category Skills and Expertise:**
Business Advisory Jr. Professional supports the project including, but not limited to:
- Completing assigned engagement tasks for deliverable requirements.
- Conducting research, collecting and distilling data

**BUSINESS CONSULTING IMPLEMENTATION & EXECUTION SERVICES LABOR CATEGORIES**

**Professional Services:** Business Administrative Services, Financial Services, Logistical Services, Marketing and Public Relations, Technical and Engineering Services (non-IT), Training

**Scientific Management and Solutions:** Testing and Analysis

**Applicable to SINs:** 541611, 541611(RC), 522310, 522310(RC), 541219, 541219(RC), 541614, 541614(RC), 541614SVC, 541614SVC (RC), 512110, 512110(RC), 541511, 541511(RC), 541613, 541613(RC), 541810, 541810(RC), 541820, 541820(RC), 541380, 541380(RC), 541850, 541850(RC), 541910, 541910(RC), 541420, 541420(RC), 541715, 541715(RC), 541330ENG, 541330ENG(RC), 611430, 611430(RC)

**Engagement Execution Executive II**
Experience: Minimum of 14 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience.

**Engagement Execution Executive I**
Experience: Minimum of 13 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience.
Labor Category Skills and Expertise

An Engagement Execution Executive provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Leading engagement planning, to include the delivery of the engagement vision and mission, work plans, staffing, and financials
- Provides deep expertise and knowledge to drive the implementation of client solutions
- Directs the development and implementation of communication and training plans
- Selecting the most relevant tools/techniques to meet specific client requirements and mitigate risks
- Developing practical solutions and methodologies using quality standards and industry practices
- Defining and guiding the overall goals of the engagement to the staff
- Acting as SME on complex client issues
- Investigating issues / problems using analysis, experience, and best judgment to address implementation challenges
- Coordinating all parties to tasks, reviews work products for completeness and adherence to customer requirements
- Assuring completion of projects within estimated time frames and budget constraint
- As Engagement Execution Executive provides competent project guidance and direction for business processes across engineering, financial, marketing, program management and supply chain logistics services fields

**Engagement Execution Advisor II**

Experience: Minimum of 14 years of consulting and/or directly relevant industry experience.
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Engagement Execution Advisor I**

Experience: Minimum of 12 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Labor Category Skills and Expertise**

An Engagement Execution Advisor provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Providing expert advice on the overall engagement’s vision and delivery
- Offering professional direction on the client’s implementation/execution schedule utilizing the most efficient tools/techniques based on industry standards
- Outlining the engagement objectives/goals/schedule to the staff performing the tasks
- Assuring that projects are completed on time and within budget constraints
- Anticipating and deciphering implementation challenges based on previous experience
- Reviewing work products for completeness and adherence to the engagement’s objectives
- Providing expert advice to the client and the delivering staff based on experience and industry best practices
- An Engagement Execution Advisor provides competent project guidance and direction for business
processes across engineering, financial, marketing, program management and supply chain logistics services fields

**Engagement Execution Lead IV**

Experience: Minimum of 10 years of consulting and/or directly relevant industry experience  
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Engagement Execution Lead III**

Experience: Minimum of 9 years of consulting and/or directly relevant industry experience  
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Engagement Execution Lead II**

Experience: Minimum of 8 years of consulting and/or directly relevant industry experience  
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Labor Category Skills and Expertise**

An Engagement Execution Lead provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Taking ownership and accountability of the client’s tasks and/or project workstreams
- Identifying key drivers of a defined problem and proposing solutions using analysis, experience, and independent judgment and selecting the most relevant tools/techniques
- Contributing to the engagement’s work plans and coordinating activities between work streams/teams and changes in scope
- Understanding the client’s risk, business objectives, and quality goals
- Implementing solutions to client problems and validating solutions with subject matter experts
- Reviewing work of others for quality and accuracy
- Guiding more junior professionals

**Solution Architect II**

Experience: Minimum of 11 years of consulting and/or directly relevant industry experience.  
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Solution Architect I**

Experience: Minimum of 9 years of consulting and/or directly relevant industry experience  
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience
Labor Category Skills and Expertise

A Solution Architect provides subject matter expertise and direction for implementing and managing client service delivery and operations execution by:

- Guiding the team with strong technical expertise to complete tasks and meet the deliverables
- Performing analysis and diagnosing client issues and proposing solutions
- Selecting the most relevant tools/techniques to meet specific client requirements
- Communicating the risks and business objectives with the client

Project Execution Lead IV

Experience: Minimum of 7 years of consulting and/or directly relevant industry experience.
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Lead III

Experience: Minimum of 6 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Lead II

Experience: Minimum of 5 years of consulting and/or directly relevant industry experience.
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Lead I

Experience: Minimum of 4 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Labor Category Skills and Expertise

The Project Execution Lead provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Leading project planning, to include the project vision and mission, work plans, staffing, financials and risks
- Recommending options or solutions that meet a client’s needs and desired functionality
- Implementing operational systems, processes, and policies
- Planning and defining the deliverable structure and content across multiple technologies
- Selecting the most relevant tools/techniques to meet specific client requirements
- Implementing practical solutions and methodologies
- Applying quality standards to work products
- Developing innovation and efficiency in order to increase performance
- Investigating problems using analysis, experience, and judgment
Project Execution Sr. Specialist IV
Experience: Minimum of 5 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Sr. Specialist III
Experience: Minimum of 4 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Sr. Specialist II
Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Project Execution Sr. Specialist I
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Labor Category Skills and Expertise
The Project Execution Sr. Specialist provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Implementing operational systems, processes, and policies
- Planning and defining the deliverable structure and content across multiple technologies
- Selecting the most relevant tools/techniques to meet specific client requirements
- Implementing practical solutions and methodologies
- Applying quality standards to work products
- Developing innovation and efficiency in order to increase performance
- Investigating problems using analysis, experience, and judgment

Architect II
Experience: Minimum of 5 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Architect I
Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience
Labor Category Skills and Expertise
An Architect provides subject matter expertise and supports the delivery and operations execution by:

- Performing analysis and diagnosing client issues
- Using pre-established practices/tools and techniques to support project deliverables

**Project Execution Specialist IV**
Experience: Minimum of 3 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Project Execution Specialist III**
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Project Execution Specialist II**
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum High School Diploma or equivalent in a related field or has equivalent work experience

**Project Execution Specialist I**
Experience: Minimum of 1 year of consulting and/or directly relevant industry experience
Education: Minimum High School Diploma or equivalent in a related field or has equivalent work experience

Labor Category Skills and Expertise
The Project Execution Specialist provides support for implementing and managing client service delivery and operations execution by:

- Implementing practical solutions and methodologies
- Applying quality standards to work products
- Developing innovation and efficiency in order to increase performance
- Investigating problems using analysis, experience, and judgment

**Project Execution Support IV**
Experience: Minimum of 2 years of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Project Execution Support III**
Experience: Minimum of 1 year of consulting and/or directly relevant industry experience
Education: Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience
Project Execution Support II

Experience: Minimum 2 years consulting and/or directly relevant industry experience
Education: Minimum High School Diploma or equivalent in a related field or has equivalent work experience

Project Execution Support I

Experience: Minimum 1 year consulting and/or directly relevant industry experience
Education: Minimum High School Diploma or equivalent in a related field or has equivalent work experience

Labor Category Skills and Expertise

The Project Execution Support provides support for implementing and managing client service delivery and operations execution by:

- Implementing practical solutions and methodologies
- Applying quality standards to work products

AUTOMATED CONTACT CENTER SOLUTIONS (ACCS) LABOR CATEGORIES

Information Technology: IT Solutions

Applicable to SINs: 561422, 561422(RC), 561422(STLOC)

Deloitte’s SIN 561422 ACCS rate card is comprised of three service lines [(1) Advisory, (2) Implementation and (3) Operate and Maintain] each with specific ACCS labor categories and ceiling prices.

1. AUTOMATED CONTACT CENTER SOLUTIONS - ADVISORY

Contact Center Advisory Executive III

Experience Minimum of 14 years of consulting and/or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

- Possesses expert knowledge of contact center business processes
- Supports critical business and operational areas to provide complete contact center life-cycle support (“cradle to grave”) to enable and achieve their missions to more effectively manage risk, schedule, cost, and scope; oversees projects based upon the Government specifications and standards
- Reviews the project plans, designs and business and systems analysis
- Provides advice and oversight through all phases of contact center projects from project design, procurement, and construction phase services to final completion
- Advises on the development and implementation of the contact center strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
• Provides quality assurance on Contract Center Engagement implementation plan
• Provides the primary strategy interface with client; collaborates in the definition, implementation, and execution or organization policies, practices, procedures, and attainment of operating goals
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Delivers presentations and leads strategic level client meetings
• Accountable for the completion of contact center activities within estimated time frames and budget constraints
• Leads teams providing all components of digital contact center services including, but not limited to, advise, implement, and operate services of people, process, and technology in the contact center industry
• Provides services in support of the digital multi-channel contact center solutions including but not limited to Artificial Intelligence (AI), Chat Bots, Robotic Process Automation, Interactive Voice Response (IVR), Voice/Speech Recognition, Text-to-Speech, Voicemail, Callback, Web Callback, Email Delivery, Hosted Online Ordering, Hosted Email Web Form, and Hosted FAQ Services

**Contact Center Advisory Executive II**

**Experience**  Minimum of 12 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Possesses expert knowledge of contact center business processes
• Supports critical business and operational areas to provide complete contact center life-cycle support (“cradle to grave”) to enable and achieve their missions to more effectively manage risk, schedule, cost, and scope; oversees projects based upon the Government specifications and standards
• Reviews the project plans, designs and business and systems analysis
• Provides advice and oversight through all phases of contact center projects from project design, procurement, and construction phase services to final completion
• Advises on the development and implementation of the contact center strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
• Provides quality assurance on contact center engagement delivery
• Provides the primary strategy interface with client; collaborates in the definition, implementation, and execution or organization policies, practices, procedures, and attainment of operating goals
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Delivers presentations and leads strategic level client meetings
• Accountable for the completion of contact center activities within estimated time frames and budget constraints
• Leads teams providing all components of digital contact center services including, but not limited to, advise, implement, and operate services of people, process, and technology in the contact center industry
### Contact Center Advisory Executive I

**Experience**  Minimum of 10 years of consulting and/or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Possesses expert knowledge of contact center business processes
- Supports critical business and operational areas to provide complete contact center life-cycle support (“cradle to grave”) to enable and achieve their missions to more effectively manage risk, schedule, cost, and scope; oversees projects based upon the Government specifications and standards
- Reviews the project plans, designs and business and systems analysis
- Provides advice and oversight through all phases of contact center projects from project design, procurement, and construction phase services to final completion
- Coordinates the development and implementation of the contact center strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
- Provides quality assurance on contact center operation and maintenance
- Provides the primary strategy interface with client; collaborates in the definition, implementation, and execution or organization policies, practices, procedures, and attainment of operating goals
- Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
- Delivers presentations and leads strategic level client meetings
- Accountable for the completion of contact center activities within estimated time frames and budget constraints
- Leads teams providing all components of digital contact center services including, but not limited to, advise, implement, and operate services of people, process, and technology in the contact center industry

### Contact Center Advisory Engagement Leader III

**Experience**  Minimum of 10 years of consulting and/or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
A Contact Center Advisory Engagement Leader III has experience managing large projects or set of projects including, but not limited to:
- Providing guidance and direction on a day-to-day basis for the implementation of all contact center efforts
- Fostering and managing the relationships between the client and the contact center engagement team
- Resolving contact center problems and suggesting creative solutions, including but, not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendations
- Reviewing contact center work products for completeness and adherence to customer requirements
• Directing the completion of contact center specific tasks within estimated time frames and budget constraints
• Reviewing and analyzing reports and directives to obtain data required for delivering presentations and leading client meetings.
• Delivering presentations and leading operational level client meetings

**Contact Center Advisory Engagement Leader II**

**Experience**  Minimum of 9 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
A Contact Center Advisory Engagement Leader II has experience managing large projects or set of projects including, but not limited to:

• Providing guidance and direction on a day-to-day basis for the implementation of all contact center efforts
• Fostering and managing the relationships between the client and the contact center engagement team
• Reviewing contact center work products for completeness and adherence to customer requirements
• Directing the completion of contact center specific tasks within estimated time frames and budget constraints
• Reviewing and analyzing reports and directives to obtain data required for delivering presentations and leading client meetings
• Delivering presentations and leading operational level client meetings

**Contact Center Advisory Engagement Leader I**

**Experience**  Minimum of 7 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
A Contact Center Advisory Engagement Leader I has experience managing large projects or set of projects including, but not limited to:

• Providing guidance and direction on a day-to-day basis for the implementation of all contact center efforts
• Fostering and managing the relationships between the client and the contact center engagement team
• Reviewing contact center work products for completeness and adherence to customer requirements
• Directing the completion of contact center specific tasks within estimated time frames and budget constraints
• Reviewing, analyzing, and preparing reports and directives to obtain data required for delivering presentations and leading client meetings
Contact Center Advisory Project Lead II

Experience  Minimum of 6 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise
A Contact Center Advisory Project Lead II has experience managing large projects or sets of projects including, but not limited to:

• Outlining and guiding project work plans and deliverables on a on day-to-day basis assuring the implementation of contact center requirements
• Reviewing contact center work products for completeness and adherence to customer requirements
• Providing a communication channel between the client and the contact center engagement team
• Providing technical direction, experience, and escalation when required
• Reviewing, analyzing, obtaining data, and preparing reports and directives required for delivering operational level presentations
• Delivering presentations of information including, but not limited to, new commitments in the contact center, status of work in progress, and problems encountered, and leads client meetings
• Completing contact center specific tasks within estimated time frames and budget constraints

Contact Center Advisory Project Lead I

Experience  Minimum of 5 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise
A Contact Center Advisory Project Lead I has experience managing large projects or sets of projects including, but not limited to:

• Outlining and guiding project work plans and deliverables on a on day-to-day basis assuring the implementation of contact center requirements
• Reviewing contact center work products for completeness and adherence to customer requirements
• Providing a communication channel between the client and the contact center engagement team
• Providing technical direction, experience, and escalation when required
• Obtaining data and preparing reports and directives required for delivering operational level presentations
• Delivering presentations of information including, but not limited to, status of work in progress, and problems encountered
• Completing contact center specific tasks within estimated time frames and budget constraints

Contact Center Advisory Senior Professional III

Experience  Minimum of 5 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise
The Contact Center Advisory Senior Professional III has experience in supporting projects including, but not limited to:
• Providing management support and direction to all contact center activities
• Directing completion of contact center-specific tasks and client presentations
• Advising on and guiding sub-tasks of a contact center’s business and technical needs
• Reviewing and analyzing client issues and project data, and developing appropriate deliverables as it relates to contact center
• Building organizational design models including, but not limited to, contact center policies, practices, and procedures
• Analyzing contact center business requirements and defining applicable tools and innovative solutions including, but not limited to, finance, scheduling, technology, methodology and solution components
• Directing junior staff on contact center requirements and tasks

Contact Center Advisory Senior Professional II

Experience  Minimum of 4 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise
The Contact Center Advisory Senior Professional II has experience in supporting projects including, but not limited to:
• Providing management support and direction to all contact center activities
• Completing contact center-specific tasks and client presentations
• Defining and guiding sub-tasks of a contact center’s business and technical needs
• Reviewing and analyzing client issues and project data, and developing appropriate deliverables as it relates to contact center
• Building organizational design models including, but not limited to, contact center policies, practices, and procedures
• Analyzing contact center business requirements, and defining applicable tools and innovative solutions including, but not limited to, scheduling, technology, methodology and solution components
• Providing guidance to junior staff on contact center requirements and tasks

Contact Center Advisory Senior Professional I

Experience  Minimum of 3 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise
The Contact Center Advisory Senior Professional I has experience in supporting projects including, but not limited to:
• Providing management support and direction to all contact center activities
• Completing contact center-specific tasks and client presentations
• Defining and guiding sub-tasks of a contact center’s business and technical needs
• Reviewing and analyzing client issues and project data, and developing appropriate deliverables as it relates to contact center
• Analyzing contact center business requirements, and defining applicable tools and innovative solutions including technology, methodology and solution components

**Contact Center Advisory Mid Professional III**

**Experience**  Minimum of 3 years of consulting and/or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
The Contact Center Advisory Mid Professional III supports the project including, but not limited to:

• Completing assigned contact center engagement tasks and deliverables with no oversight
• Conducting research and collecting and distilling data required for planning contact center activities
• Analyzing contact center business requirements, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Supporting the implementation of business solutions, process improvement diagnoses, process modeling and documentation, and benchmarking activities as it relates to contact center
• Contributing to obtaining data and reports for presentations and client meetings

**Contact Center Advisory Mid Professional II**

**Experience**  Minimum of 2 years of consulting and/or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
The Contact Center Advisory Mid Professional II supports the project including, but not limited to:

• Completing assigned contact center engagement tasks and deliverables with minimal oversight
• Conducting research and collecting and distilling data required for planning contact center activities
• Analyzing contact center business requirements, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Supporting the implementation of business solutions, process improvement diagnoses, process modeling and documentation and benchmarking activities as it relates to contact center
• Contributing to obtaining data and reports for presentations and client meetings

**Contact Center Advisory Mid Professional I**

**Experience**  Minimum of 1 years of consulting and/or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
The Contact Center Advisory Mid Professional I supports the project including, but not limited to:

• Completing assigned contact center engagement tasks and deliverables with oversight
• Conducting research and collecting and distilling data required for planning contact center activities
• Analyzing contact center business requirements and defining applicable tools to support contact center operations
• Supporting the implementation of business solutions, process improvement diagnoses, process modeling and documentation and benchmarking activities as it relates to contact center
• Contributing to obtaining data and reports for presentations and client meetings

**Contact Center Advisory Jr. Professional II**

**Experience**  Minimum of 2 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
Contact Center Advisory Jr. Professional II supports the project including, but not limited to:

• Completing assigned contact center tasks for deliverable requirements with minimal oversight
• Conducting research and collecting and distilling contact center data to create innovative solutions with the management team to ensure client business needs are met
• Assessing available tools to support contact center operations
• Contributing to obtaining data and reports for presentations and client meetings

**Contact Center Advisory Jr. Professional I**

**Experience**  Minimum of 1 year of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
Contact Center Advisory Jr. Professional I supports the project including, but not limited to:

• Supporting the completion of contact center tasks for deliverable requirements with oversight
• Conducting research and collecting and distilling contact center data to create innovative solutions with the management team to ensure client business needs are met
• Contributing to obtaining data and reports for presentations and client meetings

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**2. AUTOMATED CONTACT CENTER SOLUTIONS – IMPLEMENTATION**

**Contact Center Implementation Executive II**

**Experience**  Minimum of 14 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise**
A Contact Center Implementation Executive II provides guidance and direction for implementing and managing client service delivery and operations execution by:
• Coordinating the design and roll out of contact center implementation strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
• Leading contact center planning including the delivery of the contact center vision and mission, work plans, staffing, and financials
• Providing deep expertise and knowledge to drive the implementation of contact center solutions
• Directing the development and implementation of communication and training plans as it relates to contact center
• Selecting the most relevant tools and techniques to meet specific contact center requirements and to mitigate risks
• Developing practical innovative solutions including, but not limited to, methodologies using quality standards and industry practices as it relates to contact center
• Defining and guiding the overall goals of the engagement to the contact center staff
• Acting as a subject matter expert on complex contact center issues
• Investigating contact center issues and problems using analysis, experience, and best judgment to address implementation challenges
• Coordinating all parties to complete tasks and reviews contact center products for completeness and adherence to customer requirements
• Assuring completion of contact center tasks within estimated time frames and budget constraint

Contact Center Implementation Executive I

Experience  Minimum of 12 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise
A Contact Center Implementation Executive I provides guidance and direction for implementing and managing client service delivery and operations execution by:
• Leading contact center planning including the delivery of the contact center vision and mission, work plans, staffing, and financials
• Providing deep expertise and knowledge to drive the implementation of contact center solutions
• Directing the development and implementation of communication and training plans as it relates to contact center
• Selecting the most relevant tools and techniques to meet specific contact center requirements and to mitigate risks
• Developing practical innovative solutions including, but not limited to, methodologies using quality standards and industry practices as it relates to contact center
• Defining and guiding the overall goals of the engagement to the contact center staff
• Acting as a subject matter expert on complex contact center issues
• Investigating contact center issues and problems using analysis, experience, and best judgment to address implementation challenges
• Coordinating all parties to complete tasks and reviews contact center products for completeness and adherence to customer requirements
• Assuring completion of contact center tasks within estimated time frames and budget constraint
Contact Center Implementation Engagement Lead III

Experience  Minimum of 10 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
A Contact Center Implementation Engagement Lead III provides guidance and direction for implementing and managing client service delivery and operations execution by:

• Taking ownership and accountability of all contact center tasks and/or project workstreams
• Identifying key drivers of a defined contact center problem and proposing innovative solutions using analysis, experience, and independent judgment and selecting the most relevant tools and techniques
• Contributing to the engagement’s contact center work plans and coordinating activities between work streams/teams and changes in scope
• Understanding the client’s risk, business objectives, and quality goals as it relates to contact center
• Implementing solutions to contact center problems and validating innovative solutions with subject matter experts
• Reviewing work of others for quality and accuracy
• Serving as a subject matter expert and advisor to implementation teams
• Overseeing completion of contact center tasks within estimated time frames

Contact Center Implementation Engagement Lead II

Experience  Minimum of 9 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
A Contact Center Implementation Engagement Lead II provides guidance and direction for implementing and managing client service delivery and operations execution by:

• Taking ownership and accountability of all contact center tasks and/or project workstreams
• Identifying key drivers of a defined contact center problem and proposing innovative solutions using analysis, experience, and independent judgment and selecting the most relevant tools and techniques
• Contributing to the engagement’s contact center work plans and coordinating activities between work streams/teams and changes in scope
• Understanding the client’s risk, business objectives, and quality goals as it relates to contact center
• Implementing solutions to contact center problems and validating innovative solutions with subject matter experts
• Reviewing work of others for quality and accuracy
• Guiding more junior contact center professionals
• Serving as a subject matter expert and advisor to implementation teams
Contact Center Implementation Engagement Lead I

Experience  Minimum of 8 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
A Contact Center Implementation Engagement Lead I provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Taking ownership and accountability of all contact center tasks and/or project workstreams
- Identifying key drivers of a defined contact center problem and proposing innovative solutions using analysis, experience, and independent judgment and selecting the most relevant tools and techniques
- Contributing to the engagement’s contact center work plans and coordinating activities between work streams/teams and changes in scope
- Understanding the client’s risk, business objectives, and quality goals as it relates to contact center
- Implementing solutions to contact center problems and validating innovative solutions with subject matter experts
- Reviewing work of others for quality and accuracy
- Guiding more junior contact center professionals

Contact Center Implementation Project Lead III

Experience  Minimum of 7 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Implementation Project Lead III provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Leading project planning including the contact center vision and mission, work plans, staffing, financials and risks
- Recommending options or innovative solutions that meet the contact center needs and desired functionality
- Implementing operational systems, processes, and policies as it relates to contact center
- Planning and defining the contact center deliverable structure and content across multiple technologies
- Selecting the most relevant tools and techniques to meet specific contact center requirements
- Implementing practical and innovative solutions and methodologies
- Applying quality standards to contact center work products
- Developing innovation and efficiency in order to increase contact center performance
- Advising on contact center problems using analysis, experience, and judgment
Contact Center Implementation Project Lead II

Experience   Minimum of 6 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Implementation Project Lead II provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Leading project planning including the contact center vision and mission, work plans, staffing, financials and risks
- Recommending options or innovative solutions that meet the contact center needs and desired functionality
- Implementing operational systems, processes, and policies as it relates to contact center
- Planning and defining the contact center deliverable structure and content across multiple technologies
- Selecting the most relevant tools and techniques to meet specific contact center requirements
- Implementing practical and innovative solutions and methodologies
- Applying quality standards to contact center work products
- Investigating contact center problems using analysis, experience, and judgment

Contact Center Implementation Project Lead I

Experience   Minimum of 5 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Implementation Project Lead I provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Leading project planning including the contact center vision and mission, work plans, staffing, financials and risks
- Implementing operational systems, processes, and policies as it relates to contact center
- Planning and defining the contact center deliverable structure and content across multiple technologies
- Recommending relevant tools and techniques to meet specific contact center requirements
- Implementing practical and innovative solutions and methodologies
- Applying quality standards to contact center work products
- Investigating contact center problems using analysis, experience, and judgment

Contact Center Project Implementation Sr. Specialist IV

Experience   Minimum of 5 years of consulting and/or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience
Skills & Expertise

The Contact Center Project Implementation Sr. Specialist IV provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Providing knowledge in business process and system analysis, design, improvement, and implementation efforts or in translating business process needs into technical requirements
- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing contact center operational systems, processes, and policies
- Advising, planning, and defining the contact center deliverable structure and content across multiple technologies
- Selecting the most relevant tools and techniques to meet specific contact center requirements
- Implementing practical contact center solutions and methodologies
- Applying quality standards to work products as it relates to contact center
- Developing innovation and efficiency in order to increase contact center performance
- Investigating contact center problems using analysis, experience, and judgment
- Resolving problems by clarifying issues; researching and exploring answers and alternative solutions; implementing solutions; and escalating unresolved problems
- Leading small teams of contact center professionals

Contact Center Project Implementation Sr. Specialist III

Experience    Minimum of 4 years of consulting and/or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise

The Contact Center Project Implementation Sr. Specialist III provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Providing knowledge in business process and system analysis, design, improvement, and implementation efforts or in translating business process needs into technical requirements
- Providing knowledge in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing contact center operational systems, processes, and policies
- Advising, planning, and defining the contact center deliverable structure and content across multiple technologies
- Selecting the most relevant tools and techniques to meet specific contact center requirements
- Implementing practical contact center solutions and methodologies
- Applying quality standards to work products as it relates to contact center
- Developing innovation and efficiency in order to increase contact center performance
- Investigating contact center problems using analysis, experience, and judgment
- Resolving problems by clarifying issues; researching and exploring answers and alternative solutions; implementing solutions; and escalating unresolved problems
Contact Center Project Implementation Sr. Specialist II

Experience  Minimum of 3 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Project Implementation Sr. Specialist II provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Providing knowledge in business process and system analysis, design, improvement, and implementation efforts or in translating business process needs into technical requirements
- Providing knowledge in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing contact center operational systems, processes, and policies
- Advising, planning, and defining the contact center deliverable structure and content across multiple technologies
- Implementing practical contact center solutions and methodologies
- Applying quality standards to work products as it relates to contact center
- Investigating contact center problems using analysis, experience, and judgment
- Resolving problems by clarifying issues; researching and exploring answers and alternative solutions; implementing solutions; and escalation unresolved problems

Contact Center Project Implementation Sr. Specialist I

Experience  Minimum of 2 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Project Implementation Sr. Specialist I provides guidance and direction for implementing and managing client service delivery and operations execution by:

- Providing knowledge in business process and system analysis, design, improvement, and implementation efforts or in translating business process needs into technical requirements
- Providing knowledge in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing contact center operational systems, processes, and policies
- Implementing practical contact center solutions and methodologies
- Applying quality standards to work products as it relates to contact center
- Investigating contact center problems using analysis, experience, and judgment
- Resolving problems by clarifying issues; researching and exploring answers and alternative solutions; implementing solutions; and escalation unresolved problems
Contact Center Implementation Specialist III

Experience  Minimum of 3 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Project Implementation Specialist III provides support for implementing and managing client service delivery and operations execution by:

- Providing knowledge in business process and system analysis, design, improvement, and implementation efforts or in translating business process needs into technical requirements
- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing practical contact center solutions and methodologies without oversight
- Applying quality standards to work products as it relates to contact center
- Developing innovation and efficiency in order to increase contact center performance
- Investigating contact center problems using analysis, experience, and judgment
- Resolving problems by clarifying issues; researching and exploring answers and alternative solutions; implementing solutions; and escalating unresolved problems

Contact Center Implementation Specialist II

Experience  Minimum of 2 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Project Implementation Specialist II provides support for implementing and managing client service delivery and operations execution by:

- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Implementing practical contact center solutions and methodologies with minimal oversight
- Applying quality standards to work products as it relates to contact center
- Investigating contact center problems using analysis, experience, and judgment

Contact Center Implementation Specialist I

Experience  Minimum of 1 year of consulting and/or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field or has equivalent work experience
Skills & Expertise

The Contact Center Project Implementation Specialist I provides support for implementing and managing client service delivery and operations execution by:

- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Supporting the implementation of practical contact center solutions and methodologies
- Applying quality standards to work products as it relates to contact center
- Investigating contact center problems using analysis, experience, and judgment

Contact Center Implementation Support IV

Experience  Minimum of 2 years of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise

The Contact Center Project Implementation Support IV provides support for implementing and managing client service delivery and operations execution by:

- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Supports planning and project management for implementation tasks
- Implementing practical and innovative solutions and methodologies as it relates to contact center
- Applying quality standards to contact center work products

Contact Center Implementation Support III

Experience  Minimum of 1 year of consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise

The Contact Center Project Implementation Support III provides support for implementing and managing client service delivery and operations execution by:

- Supporting the planning and project management for implementation tasks
- Implementing practical and innovative solutions and methodologies as it relates to contact center
- Applying quality standards to contact center work products

Contact Center Implementation Support II

Experience  Minimum of 2 years of consulting and/or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field or has equivalent work experience
Skills & Expertise

The Contact Center Project Implementation Support II provides support for implementing and managing client service delivery and operations execution by:

- Supporting the implementation of practical and innovative solutions and methodologies as it relates to contact center with oversight from senior team members
- Reviewing, analyzing, and preparing reports on status of tasks for dissemination to project team
- Applying quality standards to contact center work products

**Contact Center Implementation Support I**

**Experience**  Minimum of 1 year of consulting and/or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field or has equivalent work experience

Skills & Expertise

The Contact Center Project Implementation Support I provides support for implementing and managing client service delivery and operations execution by:

- Reviewing, analyzing, and preparing reports on status of tasks for dissemination to project team
- Applying quality standards to contact center work products

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**3. AUTOMATED CONTACT CENTER SOLUTIONS – OPERATE AND MAINTAIN**

**Contact Center Operate and Maintain Supervisor II**

**Experience**  Minimum of 6 years of consulting and/or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise

The Contact Center Operate and Maintain Supervisor II:

- Maintains strong client relationship
- Leads and coordinates the contact center program’s customers, teaming partners and vendors to deliver tiered contact center operations
- Initiates process improvements utilizing monitoring methods to identify contact center development opportunities
- Manages the contact center Agent team using operational metrics
- Works with command center staff to monitor, coach, and provide feedback to contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Works with workforce management team to support scheduling and staffing of their contact center team
- Participates in the development and implementation of organization policies, practices, procedures, and attainment of operating goals
Contact Center Operate and Maintain Supervisor I

Experience  Minimum 5 years consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Operate and Maintain Supervisor I:

- Maintains strong client relationship
- Leads and coordinates the contact center program’s customers, teaming partners and vendors to deliver tiered contact center operations
- Initiated process improvements utilizing monitoring methods to identify contact center development opportunities
- Manages the contact center Agent team using operational metrics
- Works with command center staff to monitor, coach, and provide feedback to contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Works with workforce management team to support scheduling and staffing of their contact center team

Contact Center Operate and Maintain Team Leader II

Experience  Minimum 5 years consulting and/or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Operate and Maintain Team Leader II:

- Maintains strong client relationship
- Leads and coordinates the contact center program’s customers, teaming partners and vendors
- Initiates process improvements utilizing monitoring methods to identify contact center development opportunities
- Manages the Agent team using operational metrics as it relates to contact center
- Hires, trains, and coaches contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Supports contact center Supervisors at all levels as “supervisor in training”
- Works with workforce management team to support scheduling and staffing of their contact center team
- Identifies and implements best practices and continuous improvements
Contact Center Operate and Maintain Team Leader I

Experience  
Minimum 4 years consulting and/or directly relevant industry experience

Education  
Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work Experience

Skills & Expertise
The Contact Center Operate and Maintain Team Leader I:

- Maintains strong client relationship
- Coordinates the contact center program’s customers, teaming partners and vendors
- Initiates process improvements utilizing monitoring methods to identify contact center development opportunities
- Manages the Agent team using operational metrics as it relates to contact center
- Hires, trains, and coaches contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Supports contact center Supervisors at all levels as “supervisor in training”
- Works with workforce management team to support scheduling and staffing of their contact center team
- Identifies and implements best practices and continuous improvements

Contact Center Operate and Maintain Senior Specialist II

Experience  
Minimum 4 years consulting and/or directly relevant industry experience

Education  
Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work Experience

Skills & Expertise
The Contact Center Operate and Maintain Senior Specialist II:

- Maintains strong client relationship
- Coordinates the contact center program’s customers, teaming partners and vendors
- Initiates process improvements utilizing monitoring methods to identify development opportunities as it relates to contact center
- Leads operational rigor and execution of up to ten contact center teams
- Hires, trains, and coaches contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Supports contact center Supervisors and Team Leaders
- Works with workforce management team to support scheduling and staffing of their contact center team
**Contact Center Operate and Maintain Senior Specialist I**

**Experience**  
Minimum 3 years consulting and/or directly relevant industry experience

**Education**  
Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Skills & Expertise**  
The Contact Center Operate and Maintain Senior Specialist I:

- Maintains strong client relationship
- Coordinates the contact center program’s customers, teaming partners and vendors
- Initiates process improvements utilizing monitoring methods to identify development opportunities as it relates to contact center
- Leads operational rigor and execution of up to six contact center teams
- Hires, trains, and coaches contact center personnel
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Supports contact center Supervisors and Team Leaders
- Works with workforce management team to support scheduling and staffing of their contact center team

**Contact Center Operate and Maintain Specialist II**

**Experience**  
Minimum 2 years consulting and/or directly relevant industry experience

**Education**  
Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience

**Skills & Expertise**  
The Contact Center Operate and Maintain Specialist II:

- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Trains and coaches contact center personnel
- Assists in quality assurance monitoring

**Contact Center Operate and Maintain Specialist I**

**Experience**  
Minimum 1 year consulting and/or directly relevant industry experience

**Education**  
Minimum Bachelor’s Degree or equivalent in a related field or has equivalent work experience
Skills & Expertise
The Contact Center Operate and Maintain Specialist I:
- Assists in the resolution of contact center problems and conflicts, guiding agents through difficult calls/issues
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Holds Agents accountable to program metrics and contact center performance
- Assists in the training of new-hires and in quality assurance activities

Contact Center Operate and Maintain Support III
Experience Minimum 0 years consulting and/or directly relevant industry experience
Education Minimum Associates Degree or equivalent in a related field or has equivalent work experience

Skills & Expertise
The Contact Center Operate and Maintain Support III:
- Answers inquiries from customers via telephone, email, Web chat, postal mail, and facsimile
- Diagnoses and resolves contact center needs to make solution determinations
- Provides customer with requested information or directs customer to appropriate resource
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Documents inquiry details on web-based applications and assists in finding proper response
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement
- Assists in training of new hires

Contact Center Operate and Maintain Support II
Experience Minimum 2 years consulting and/or directly relevant industry experience
Education Minimum High School Degree or equivalent in a related field or has equivalent work experience. Bachelor’s Degree or Technical Certificate preferred.

Skills & Expertise
The Contact Center Operate and Maintain Support II:
- Answers inquiries from customers via telephone, email, Web chat, postal mail, and facsimile
- Diagnoses and resolves contact center needs to make solution determinations
- Provides customer with requested information or directs customer to appropriate resource
- Resolves contact center problems and conflicts, guiding agents through difficult calls/issues
- Documents inquiry details on web-based applications and assists in finding proper response
- Collects, analyzes, and summarizes contact center data trends to identify areas for process improvement

Contact Center Operate and Maintain Support I
Experience Minimum 1 year consulting and/or directly relevant industry experience
Education Minimum High School Degree or equivalent in a related field or has equivalent work experience. Bachelor’s Degree or Technical Certificate preferred.
HIGHLY ADAPATIVE CYBERSECURITY SERVICES (HACS)

Information Technology: IT Services

Applicable to SINs: 54151HACS, 54151HACS(STLOC), 54151HACS(RC)

Deloitte’s SIN 54151HACS rate card is comprised of three service lines [(1) Advisory, (2) Implementation and (3) Operations] each with specific HACS labor categories and ceiling prices.

1. HACS - ADVISORY

Cybersecurity IT Advisory Executive III

Experience  Minimum of 15 years of information technology or directly relevant industry experience 
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Executive level management, direction on client engagements, cybersecurity information technology advisory expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies and advises on themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating and advising on multiple projects and team, and assisting clients in achieving desired program results
• Serves as a cyber information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Assumes accountability for supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Executive II

Experience  Minimum of 13 years of information technology or directly relevant industry experience 
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Executive level management, direction on client engagements, cybersecurity information technology advisory expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies and advises on themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating and advising on multiple projects and team, and assisting clients in achieving desired program results
• Serves as a cyber information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Executive I

Experience Minimum of 10 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management, direction on client engagements, cybersecurity information technology advisory expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies and advises on themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating and advising on single projects and team, and assisting clients in achieving desired program results
• Serves as a cyber information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Advisory Lead III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management, direction on client engagements, cybersecurity information
technology advisory expertise, experience in project definition and systems analysis, creation of
competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Identifies and advises on themes capable of being developed into new Cybersecurity strategy
methodology, helps to ensure overall soundness of analytical approach, and is able to suggest
alternatives
• Other experience includes coordinating and advising on single projects and team, and assisting
clients in achieving desired program results
• Serves as a cyber information technology advisor and subject matter expert to the client and guides
day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and
delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Assumes accountability for supervising designated resources and enforcing quality control
practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Lead II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management, direction on client engagements, cybersecurity information
technology advisory expertise, experience in project definition and systems analysis, creation of
competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Assists with identifying and advising on themes capable of being developed into new
Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and
is able to suggest alternatives
• Other experience includes coordinating and advising on single projects and team, and assisting
clients in achieving desired program results
• Serves as a cyber information technology advisor and subject matter expert to the client and guides
day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates work standards, creating strategic project objectives, and managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Assumes accountability for supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Lead I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Executive level management, direction on client engagements, cybersecurity information technology advisory expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying and advising on themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach
• Other experience includes coordinating and advising on single projects and team, and assisting clients in achieving desired program results
• Serves as a cyber information technology advisor and subject matter expert to the client and helps with day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates work standards, creating strategic project objectives, and managing client issues and feedback
• Provides quality assurance on cybersecurity technology implementation plan
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Advisory Engagement Leader III

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, cybersecurity information technology advisory expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises on Cybersecurity program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Delivers presentations and leads operational level client meetings
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Engagement Leader II

**Experience**  Minimum of 9 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, cybersecurity information technology advisory expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Manages and advises the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises on Cybersecurity program activities and is a key point of contact with client executives
- Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communications with the Contracting Officer’s Technical and delegated government representatives
• Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Delivers presentations and assists with operational level client meetings
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Engagement Leader I

Experience Minimum of 8 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, cybersecurity information technology advisory expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
• Manages and advises the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises on Cybersecurity program activities
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communications with the Contracting Officer’s Technical and delegated government representatives
• Provides assistance with managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Assists with presentations and operational level client meetings
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Solution Architect II

Experience Minimum of 14 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, cybersecurity information technology advisory expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
• Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises on Cybersecurity program activities and is a key point of contact with client executives
• Serves as a cybersecurity technology subject matter expert and assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Solution Architect I

Experience Minimum of 12 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, cybersecurity information technology advisory expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
• Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises on Cybersecurity program activities and is a point of contact with client executives
• Serves as a cybersecurity technology subject matter expert and assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Project Lead III

Experience Minimum of 8 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in cybersecurity advisory support, management and direction on client engagements, or extensive knowledge of and experience with system development and implementation
Cybersecurity information technology expertise, development of engagement work plans, deployment of program criterion, and related activities

Devises or modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs

Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise

Serves in the role of project advisory team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert

Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices

Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions

Communicates client expectations to project team, and provides technical direction, experience, and escalates appropriate issues to senior level project staff

Maintains technical knowledge within industry and service line

Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Advisory Project Lead II**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

Experience in cybersecurity advisory support, management and direction on client engagements, or extensive knowledge of and experience with system development and implementation

Cybersecurity information technology expertise, development of engagement work plans, deployment of program criterion, and related activities

Devises or modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs

Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise

Serves in the role of project advisory team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert

Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices

Performs analyses of client issues and recommends solutions
• Communicates client expectations to project team, and provides technical direction
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Project Lead I

Experience Minimum of 5 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in cybersecurity advisory support, management and direction on client engagements, or extensive knowledge of and experience with system development and implementation
• Cybersecurity information technology expertise, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides advice, and experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
• Serves in the role of project advisory team leader over assigned support areas, and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Communicates client expectations to project team, and provides technical direction
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Solution Lead II

Experience Minimum of 10 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in cybersecurity advisory support, management and direction on client engagements, or extensive knowledge of and experience with system development and implementation
• Cybersecurity information technology expertise, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
Serves in the role of project advisory team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical subject matter expert

Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices

Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions

Communicates client expectations to project team, and provides technical direction, experience, and escalates appropriate issues to senior level project staff

Communicates recommendation to clients, builds alignment, and manages client relationships

Delivers presentations of information including, but not limited to, new commitments in the status of work products, and problems encountered, and leads client meetings

Maintains technical knowledge within industry and service line

Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Solution Lead I

Experience  Minimum of 8 years of information technology or directly relevant industry experience

Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

- Experience in cybersecurity advisory support, management and direction on client engagements, or extensive knowledge of and experience with system development and implementation
- Cybersecurity information technology expertise, development of engagement work plans, deployment of program criterion, and related activities
- Modifies procedures to solve complex problems, provides advice, and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
- Serves in the role of project advisory team leader over assigned support areas, and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical subject matter expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and assists with technical direction, experience
- Communicates recommendation to clients, builds alignment, and manages client relationships
- Assists with client meetings and presentations with information including, but not limited to, new commitments in the status of work products, and problems encountered
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Advisory Sr Professional III

Experience    Minimum of 6 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience in program management support, cybersecurity information technology advisory expertise, and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical and program support, and is focused on providing high performance work
- Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for reaching engagement milestones, and may lead and advise specific Cybersecurity project tasks
- Builds organizational technology design models including, but not limited to, policies, practices, and procedures
- Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
- Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Sr Professional II

Experience    Minimum of 5 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience in program management support, cybersecurity information technology advisory expertise, and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical and program support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for reaching engagement milestones, and may assist and advise in specific Cybersecurity project tasks
- Builds organizational technology design models including, but not limited to, policies, practices, and procedures
- Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Advisory Sr Professional I**

**Experience**  Minimum of 4 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, cybersecurity information technology advisory expertise, and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical and program support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for reaching engagement milestones, and may assist and advise in specific Cybersecurity project tasks
- Builds organizational technology design models including, but not limited to, policies, practices, and procedures
- Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling
- This position performs analyses and makes diagnoses
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Advisory Mid Professional III

Experience Minimum of 4 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program advisory support
• Completes assigned Cybersecurity information technology engagement tasks and deliverables without oversight and within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Mid Professional II

Experience Minimum of 3 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program advisory support
• Completes assigned Cybersecurity information technology engagement tasks and deliverables with little oversight and within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Advisory Mid Professional I

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program advisory support
• Completes assigned Cybersecurity information technology engagement tasks and deliverables within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Jr Professional III

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Contributes to obtaining data and reports for presentations and client meetings
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Advisory Jr Professional II

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as a Cybersecurity IT resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Contributes to obtaining data and reports for presentations and client meetings
- Assists project team in meeting program objectives timely and effectively
- Provides assistance for process documentation and technical soundness
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

2. HACS - IMPLEMENTATION

Cybersecurity IT Implementation Executive III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

- Executive level management experience, direction on client engagements, cybersecurity information technology implementation expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed and implemented into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results
• Serves as the client's cyber information technology implementation advisor to the client
• Directs the development and implementation of communication and training plans as it relates to cybersecurity information technology
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Executive II**

**Experience**    Minimum of 13 years of information technology or directly relevant industry experience

**Education**    Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Executive level management experience, direction on client engagements, cybersecurity information technology implementation expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed and implemented into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results
• Serves as the client's cyber information technology implementation advisor to the client
• Directs the development and implementation of communication and training plans as it relates to cybersecurity information technology
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Implementation Executive I

Experience Minimum of 10 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, direction on client engagements, cybersecurity information technology implementation expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed and implemented into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating single projects and team, and assisting clients in achieving desired program results
• Serves as the client’s cyber information technology implementation advisor to the client
• Directs the development and implementation of communication and training plans as it relates to cybersecurity information technology
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Assist with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Lead II

Experience Minimum of 13 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, direction on client engagements, cybersecurity information technology implementation expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed and implemented into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results
• Serves as the client's cyber information technology implementation advisor and subject matter expert to the client and guides day-to-day activities of project teams
• Leads the development and implementation of communication and training plans as it relates to
cybersecurity information technology

• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assures accountability for supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Lead I

Experience Minimum of 10 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Executive level management experience, direction on client engagements, cybersecurity information technology implementation expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed and implemented into new Cybersecurity strategy methodology, and helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results
• Serves as the client's cyber information technology implementation advisor and subject matter expert to the client and helps with day-to-day activities of project teams
• Assists with the development and implementation of communication and training plans as it relates to cybersecurity information technology
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates work standards, creating strategic project objectives, and managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Engagement Implementation Leader III

Experience Minimum of 11 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

- Engagement experience in program scope and approach, cybersecurity information technology implementation expertise, focus on program delivery and technical integration and implementation, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages Cybersecurity program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Understands the client’s risk, business objectives, and quality goals as it relates to cybersecurity information technology
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Engagement Implementation Leader II

Experience Minimum of 9 years of information technology or directly relevant industry experience

Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

- Engagement experience in program scope and approach, cybersecurity information technology implementation expertise, focus on program delivery and technical integration and implementation, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages Cybersecurity program activities and is a point of contact with client executives
- Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Understands the client’s risk, business objectives, and quality goals as it relates to cybersecurity information technology
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Engagement Implementation Leader I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Engagement experience in program scope and approach, cybersecurity information technology implementation expertise, focus on program delivery and technical integration and implementation, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources

• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution

• Other experience includes communication with client and project managers and management of multiple projects across various industry lines

• Understands the client’s risk, business objectives, and quality goals

• Manages Cybersecurity program activities

• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools

• Understands the client’s risk, business objectives, and quality goals as it relates to cybersecurity information technology

• Communicates with the Contracting Officer’s Technical and delegated government representatives

• Provides assistance with technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables

• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Architect II**

**Experience**  Minimum of 14 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Engagement experience in program scope and approach, cybersecurity information technology implementation expertise, focus on program delivery and technical integration and implementation, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources

• Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution

• Other experience includes communication with client and project managers and management of multiple projects across various industry lines

• Understands the client’s risk, business objectives, and quality goals

• Manages Cybersecurity program activities and is a key point of contact with client executives

• Serves as a cybersecurity technology subject matter expert and assumes responsibility for program
delivery, oversight of key technical enablers on projects, and identification of needs for new tools

- Understands the client’s risk, business objectives, and quality goals as it relates to cybersecurity information technology
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Architect I**

**Experience**  Minimum of 12 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, cybersecurity information technology implementation expertise, focus on program delivery and technical integration and implementation, ability to drive Cybersecurity Strategy and planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages Cybersecurity program activities and is a point of contact with client executives
- Serves as a cybersecurity technology subject matter expert and assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Understands the client’s risk, business objectives, and quality goals as it relates to cybersecurity information technology
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Assists with managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Assists with managing and implementing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Project Lead III**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in management and direction on cybersecurity information technology projects, or extensive knowledge of and experience with cybersecurity systems development and implementation
Cybersecurity IT Implementation Project Lead II

**Experience**
Minimum of 6 years of information technology or directly relevant industry experience

**Education**
Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience includes management and direction on cybersecurity information technology projects, or extensive knowledge of and experience with cybersecurity systems development and implementation
- Cybersecurity information technology implementation expertise, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
- Serves in the role of project implementation team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical implementation expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Project Lead I**

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**  
• Experience includes management and direction on cybersecurity information technology projects, or extensive knowledge of and experience with cybersecurity systems development and implementation  
• Cybersecurity information technology implementation expertise, development of engagement work plans, deployment of program criterion, and related activities  
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs  
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise  
• Serves in the role of project implementation team leader over assigned support areas, and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical implementation expert  
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices  
• Performs analyses of client issues  
• Maintains technical knowledge within industry and service line  
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Solution Lead II**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**  
• Experience includes management and direction on cybersecurity information technology projects, or extensive knowledge of and experience with cybersecurity systems development and implementation  
• Cybersecurity information technology implementation expertise, development of engagement work plans, deployment of program criterion, and related activities  
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs  
• Other experience includes implementing business process reengineering, developing financial
models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise

- Serves in the role of project implementation team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical implementation expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Selects the most relevant tools and techniques to meet specific cybersecurity technology requirements
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Solution Lead I

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience includes management and direction on cybersecurity information technology projects, or extensive knowledge of and experience with cybersecurity systems development and implementation
- Cybersecurity information technology implementation expertise, development of engagement work plans, deployment of program criterion, and related activities
- Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
- Serves in the role of project implementation team leader over assigned support areas, and instructing, directing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical implementation expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Selects the most relevant tools and techniques to meet specific cybersecurity technology requirements
- Performs analyses of client issues and assesses appropriate alternatives
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Implementation Sr Professional V

Experience Minimum of 5 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, cybersecurity information technology implementation expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, development, and implementation of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements practical cybersecurity information technology solutions and methodologies
• Provides senior-level analytical and program support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as investigates and defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Sr Professional IV

Experience Minimum of 4 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, cybersecurity information technology implementation expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, development, and implementation of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements practical cybersecurity information technology solutions and methodologies
• Provides senior-level analytical and program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement
tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may assist with specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as investigates and defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Sr Professional III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in program management support, cybersecurity information technology implementation expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, development, and implementation of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements practical cybersecurity information technology solutions and methodologies
• Provides senior-level analytical and program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as investigates and defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Implementation Sr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, cybersecurity information technology implementation expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, development, and implementation of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements practical cybersecurity information technology solutions and methodologies
• Provides senior-level analytical and program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may lead assist with specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as investigates and defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Sr Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, cybersecurity information technology implementation expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, development, and implementation of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements practical cybersecurity information technology solutions and methodologies
• Provides senior-level analytical and program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with engagement tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling
• This position performs analyses and makes diagnoses, as well as investigates and defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Mid Professional V**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned Cybersecurity engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Develops innovation and efficiency in order to increase cybersecurity information technology performance
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Implementation Mid Professional IV**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned Cybersecurity engagement tasks within the project scope and budget, while
meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Develops innovation and efficiency in order to increase cybersecurity information technology performance
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Mid Professional III

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned Cybersecurity engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Develops innovation and efficiency in order to increase cybersecurity information technology performance
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Mid Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Provides assistance with the completion of Cybersecurity engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Develops innovation and efficiency in order to increase cybersecurity information technology performance
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Mid Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Provides assistance with the completion of Cybersecurity engagement tasks within the project scope and budget, while meeting deliverable requirements
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Develops innovation and efficiency in order to increase cybersecurity information technology performance
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Professional V

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Supports planning and project management for cybersecurity information technology tasks
• Assumes responsibility for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Professional IV

Experience Minimum of 1 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Supports planning and project management for cybersecurity information technology tasks
• Provides assistance for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Professional III

Experience Minimum of 0 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Supports planning and project management for cybersecurity information technology tasks
• Provides assistance for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
  • Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
  • Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
  • Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
  • Serves as a Cybersecurity IT resource on engagement team
  • Assists project team in meeting program objectives timely and effectively
  • Supports planning and project management for cybersecurity information technology tasks
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
  • Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise
  • Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
  • Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
  • Serves as a Cybersecurity IT resource on engagement team
  • Assists project team in meeting program objectives timely and effectively
  • Supports planning and project management for cybersecurity information technology tasks
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Staff IV

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing

Serves as a Cybersecurity IT resource on engagement team

Analyzes data and systems architecture, creates designs, and implements information systems solutions

Assists project team in meeting program objectives timely and effectively

Supports planning and project management for cybersecurity information technology tasks

Responsible for process documentation and technical soundness

Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Staff III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
  • Experience performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
  • Serves as a Cybersecurity IT resource on engagement team
  • Analyzes data and systems architecture, creates designs, and implements information systems solutions
  • Assists project team in meeting program objectives timely and effectively
  • Supports planning and project management for cybersecurity information technology tasks
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Implementation Jr Staff II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
  • Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
  • Serves as a Cybersecurity IT resource on engagement team
  • Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
  • Assists project team in meeting program objectives timely and effectively
  • Supports planning and project management for cybersecurity information technology tasks
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Implementation Jr Staff I

Experience    Minimum of 1 years of information technology or directly relevant industry experience
Education    Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as a Cybersecurity IT resource on engagement team
• Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
• Supports planning and project management for cybersecurity information technology tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

3. HACS - OPERATIONS

Cybersecurity IT Operations Executive II

Experience    Minimum of 13 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, direction on client engagements, cybersecurity information technology operations expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results
• Serves as a cyber information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each Cybersecurity project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
**Cybersecurity IT Operations Executive I**

**Experience**  
Minimum of 10 years of information technology or directly relevant industry experience

**Education**  
Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Executive level management experience, direction on client engagements, cybersecurity information technology operations expertise, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with identifying themes capable of being developed into new Cybersecurity strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Other experience includes coordinating single projects and team, and assisting clients in achieving desired program results
- Serves as a cyber information technology advisor to the client
- Assumes responsibility for client communications related to communicating technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Provides assistance for supervising designated resources and enforcing quality control practices for each Cybersecurity project
- Assists with project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Leader III**

**Experience**  
Minimum of 11 years of information technology or directly relevant industry experience

**Education**  
Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, cybersecurity information technology operations expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and operations, planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Manages Cybersecurity program operations and activities and is a key point of contact with client executives
- Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Conducts regular interaction and communications with the Contracting Officer’s Technical and
delegated government representatives
• Leads integrated team of multi-disciplinary professionals, with multiple concurrent deliverables and tasks
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Leader II

Experience  Minimum of 9 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, cybersecurity information technology operations expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and operations, planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Manages Cybersecurity program operations and activities and is a point of contact with client executives
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Assists with integrated teams of multi-disciplinary professionals, with multiple concurrent deliverables and tasks
• Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Leader I

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, cybersecurity information technology operations expertise, focus on program delivery and technical integration, ability to drive Cybersecurity Strategy and operations, planning changes at the executive levels, oversight of key cybersecurity enablers, and management of project resources
• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Manages Cybersecurity program operations and activities
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Provides assistance with integrated teams of multi-disciplinary professionals, with multiple concurrent deliverables and tasks
• Assists with managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Lead IV**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**
• Experience in operations management and direction on cybersecurity projects, or extensive knowledge of and experience with cybersecurity system development and implementation  
• Cybersecurity information technology operations expertise, development of engagement work plans, deployment of program criterion, and related activities  
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operational needs  
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise  
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, managing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert  
• Develops and manages analysis plan, conducts analysis of work plan completeness, prepares status reports, and supports quality control practices  
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions  
• Communicates client expectations to project team, and escalates appropriate issues to senior level project staff  
• Maintains technical knowledge within industry and service line  
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Lead III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**
• Experience in operations management and direction on cybersecurity projects, or extensive knowledge of and experience with cybersecurity system development and implementation
• Cybersecurity information technology operations expertise, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operational needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, managing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert
• Develops and manages analysis plan, conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Lead II

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in operations management and direction on cybersecurity projects, or extensive knowledge of and experience with cybersecurity system development and implementation
• Cybersecurity information technology operations expertise, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operational needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
• Serves in the role of project team leader over assigned support areas, and instructing, directing, managing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert
• Develops and manages analysis plan, conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Operations Lead I

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in operations management and direction on cybersecurity projects, or extensive knowledge of and experience with cybersecurity system development and implementation
  • Cybersecurity information technology operations expertise, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operational needs
  • Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, conducting performance measurements, and providing cybersecurity expertise
  • Serves in the role of project team leader over assigned support areas, and instructing, directing, managing, and monitoring the work of other cybersecurity staff or serves in a role of an experienced Cybersecurity technical expert
  • Manages analysis plan, conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
  • Performs analyses of client issues
  • Maintains technical knowledge within industry and service line
  • Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in program management support, cybersecurity information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
  • Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
  • Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
  • Provides senior-level analytical and operational program support, and is focused on providing high performance work
  • Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
  • Serves as a senior-level analytical correspondent within engagement team and leads small teams
  • Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific Cybersecurity project tasks
  • Applies business modeling, process modeling, and business design techniques
  • Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Sr Professional IV**

**Experience**  Minimum of 4 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, cybersecurity information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical and operational program support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team and leads small teams
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead assist with specific Cybersecurity project tasks
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Sr Professional III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, cybersecurity information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of
the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical and operational program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team and leads small teams
• Contributes to work plan development, reaching engagement milestones, and may assist with specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Sr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, cybersecurity information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical and operational program support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may assist with specific Cybersecurity project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Operations Sr Professional I

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, cybersecurity information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical and operational program support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with engagement tasks to completion within scope and budget
- Contributes to work plan development, reaching engagement milestones
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program support
- Completes assigned Cybersecurity engagement tasks within the project scope and budget
- Manages development of multiple deliverables
- Serves as a key analytical resource on engagement team
- Assumes responsibility for conducting relevant research, distilling data, and creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Mid Professional V

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program support
- Completes assigned Cybersecurity engagement tasks within the project scope and budget
- Manages development of multiple deliverables
- Serves as a key analytical resource on engagement team
- Assumes responsibility for conducting relevant research, distilling data, and creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Operations Mid Professional IV

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program support
- Completes assigned Cybersecurity engagement tasks within the project scope and budget
- Manages development of multiple deliverables
- Serves as an analytical resource on engagement team
- Conducts relevant research, distilling data, and creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Mid Professional III

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program support
- Completes assigned Cybersecurity engagement tasks within the project scope and budget
- Manages development of multiple deliverables
- Conducts relevant research, distilling data, and assists with creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Cybersecurity IT Operations Mid Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program support
• Provides assistance with the completion of Cybersecurity engagement tasks within the project scope and budget
• Manages development of multiple deliverables
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Mid Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, cybersecurity information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program support
• Provides assistance with the completion of Cybersecurity engagement tasks within the project scope and budget
• Manages development of deliverables
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Professional V

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:

• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
• Qualified in making recommendations for next steps
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Professional IV

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field

Skills & Expertise:

• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as a Cybersecurity IT resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
• Qualified in making recommendations for next steps
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Professional III

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as a Cybersecurity IT resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Provides assistance for process documentation and technical soundness
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Professional II

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

Skills & Expertise:
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as a Cybersecurity IT resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Professional I

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

Skills & Expertise:
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as a Cybersecurity IT resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Jr Staff IV**

**Experience**  
Minimum of 0 years of information technology or directly relevant industry experience

**Education**  
Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as a Cybersecurity IT resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Responsible for process documentation and technical soundness
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Jr Staff III**

**Experience**  
Minimum of 3 years of information technology or directly relevant industry experience

**Education**  
Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as a Cybersecurity IT resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Cybersecurity IT Operations Jr Staff II**

**Experience**  
Minimum of 2 years of information technology or directly relevant industry experience

**Education**  
Minimum High School Diploma or equivalent in a related field
Skills & Expertise:

- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as a Cybersecurity IT resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Collects data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Cybersecurity IT Operations Jr Staff I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:

- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, cybersecurity information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as a Cybersecurity IT resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Assists with collecting data, undertakes analysis, and helps interpret to identify issues and opportunities for growth and value
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HEALTH IT SERVICES

Information Technology:  IT Services

Applicable to SINs:  54151HEAL, 54151HEAL(STLOC), 54151HEAL(RC)

Deloitte’s SIN 54151HEAL rate card is comprised of three service lines [(1) Advisory, (2) Implementation and (3) Operations] each with specific Health IT labor categories and ceiling prices.

1. HEALTH IT - ADVISORY

Health IT Advisory Executive III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

- Executive level management experience, health information technology advisory expertise and
direction on client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new health IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Serves as a health information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing and advising client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Advisory Executive II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Executive level management experience, health information technology advisory expertise and direction on client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new health IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Serves as a health information technology advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing and advising client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Advisory Executive I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Executive level management experience, health information technology advisory expertise and direction on client engagements
  • Experience in project definition and systems analysis, and integration of global technical solutions
  • Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
  • Assists with identifying themes capable of being developed into new health IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
  • Serves as a health information technology advisor to the client
  • Assumes responsibility for client communications related to communicating technical concerns
  • Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
  • Maintains responsibility for formulating work standards, creating strategic project objectives, and managing and advising client issues and feedback
  • Provides assistance with supervising designated resources and enforcing quality control practices for each project
  • Assists with project reviews and overall contract progress and performance
  • Provides data required for delivering presentations and client meetings
  • Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Lead III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Executive level management experience, health information technology advisory expertise and direction on client engagements
  • Experience in project definition and systems analysis, and integration of global technical solutions
  • Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
  • Identifies themes capable of being developed into new health IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
  • Serves as a health information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams
  • Assumes responsibility for client communications related to communicating technical concerns
  • Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
  • Maintains responsibility for formulating work standards, creating strategic project objectives, and managing and advising client issues and feedback
  • Assumes accountability for supervising designated resources and enforcing quality control
practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Lead II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, health information technology advisory expertise and direction on client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new health IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Serves as a health information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing and advising client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Lead I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, health information technology advisory expertise and direction on client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new health IT strategy
methodology, helps to ensure overall soundness of analytical approach
• Serves as a health information technology advisor and subject matter expert to the client and helps with day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates work standards, creating strategic project objectives, and managing and advising client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Reviews and analyzes reports and directives to obtain data required for delivering presentations and leading client meetings
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Advisory Engagement Leader III**

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Engagement experience in program scope and approach, health information technology advisory expertise, focus on program delivery and technical integration
• Ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and advisory management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Provides guidance and direction on a day-to-day basis for the implementation of all health information technology efforts
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises Health IT related program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and advising on technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Advisory Engagement Leader II

Experience  Minimum of 9 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology advisory expertise, focus on program delivery and technical integration
• Ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and advisory management of project resources
• Health IT experience through secure use and sharing of health information
• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Provides guidance and direction on a day-to-day basis for the implementation of all health information technology efforts
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises Health IT related program activities and is a point of contact with client executives
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and advises on technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Engagement Leader I

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology advisory expertise, focus on program delivery and technical integration
• Ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and advisory management of project resources
• Health IT experience through secure use and sharing of health information
• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Provides guidance and direction on a day-to-day basis for the implementation of all health information technology efforts
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises Health IT related program activities
• Provides assistance for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and advises on technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Solution Architect II

Experience  Minimum of 14 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology advisory expertise, focus on program delivery and technical integration
• Ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and advisory management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Provides guidance and direction on a day-to-day basis for the implementation of all health information technology efforts
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises Health IT related program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and advising on technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Leads the completion of Health information technology advisory specific tasks within estimated time frames and budget constraints
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Solution Architect I

Experience  Minimum of 12 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology advisory expertise, focus on program delivery and technical integration
• Ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and advisory management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Provides guidance direction on a day-to-day basis for the implementation of all health information technology efforts
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises Health IT related program activities and is a point of contact with client executives
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and advising on technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Assists with the completion of Health information technology advisory specific tasks within estimated time frames and budget constraints
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Advisory Project Lead III**

**Experience**   Minimum of 8 years of information technology or directly relevant industry experience

**Education**   Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in advisory support, management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development and implementation
• Development of engagement work plans, deployment of program criterion, and related activities
• 8+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other Health IT
staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control
practices within estimated time frames and budget constraints
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team and escalates appropriate issues to senior level
project staff
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to,
advice, implement, and operate services of people, process, and technology

Health IT Advisory Project Lead II

Experience    Minimum of 6 years of information technology or directly relevant industry experience
Education     Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in advisory support, management and direction on Health IT projects, or extensive
knowledge of and experience with Health IT systems development and implementation
• Development of engagement work plans, deployment of program criterion, and related activities
• 6+ years’ experience working with a managed care organization, health insurer, or consultant in a
network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting
multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides advice, guidance, and
experience on technical solution implementation, engages resources and/or serves as a team leader,
performs analyses of client issues, interprets implications of design, and helps to ensure that
software design meets business needs
• Other experience includes implementing business process reengineering, developing financial
models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of
project team lead and instructing, directing, advising, and monitoring the work of other Health IT
staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control
practices within estimated time frames and budget constraints
• Performs analyses of client issues and recommends solutions
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to,
advice, implement, and operate services of people, process, and technology

Health IT Advisory Project Lead I

Experience    Minimum of 5 years of information technology or directly relevant industry experience
Education     Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in advisory support, management and direction on Health IT projects, or extensive
knowledge of and experience with Health IT systems development and implementation
• Development of engagement work plans, deployment of program criterion, and related activities
• 5+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides advice, and experience on technical solution implementation, engages resource, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, advising, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices within estimated time frames and budget constraints
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Solution Lead II**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in advisory support, management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development and implementation
• Development of engagement work plans, deployment of program criterion, and related activities
• 10+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other Health IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices within estimated time frames and budget constraints
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
• Communicates recommendation to clients, builds alignment, and manages client relationships
• Delivers presentations of information including, but not limited to, new commitments in the status of work products, and problems encountered, and leads client meetings
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Solution Lead I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**   Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Experience in advisory support, management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development and implementation
• Development of engagement work plans, deployment of program criterion, and related activities
• 8+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Modifies procedures to solve complex problems, provides advice, guidance, and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, advising, and monitoring the work of other Health IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices within estimated time frames and budget constraints
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team
• Communicates recommendation to clients, builds alignment, and manages client relationships
• Assists with client meetings and presentations of information including, but not limited to, new commitments in the status of work products, and problems encountered
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Advisory Sr Professional III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**   Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Experience in providing program management support and direction to all health information technology activities
This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources.

Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives.

Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members.

Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work.

Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget.

Serves as a senior-level analytical correspondent within engagement team.

Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks.

Applies business modeling, process modeling, and business design techniques.

Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables.

Builds organizational technology design models including, but not limited to, policies, practices, and procedures.

Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager.

This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions.

Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology.

**Health IT Advisory Sr Professional II**

**Experience**   Minimum of 5 years of information technology or directly relevant industry experience

**Education**   Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in providing program management support and direction to all health information technology activities.
- This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources.
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives.
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members.
- Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work.
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget.
- Serves as a senior-level analytical correspondent within engagement team.
- Assumes responsibility for contributing to work plan development, reaching engagement.
milestones, and may lead specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Builds organizational technology design models including, but not limited to, policies, practices, and procedures
• Assists with formulating diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Sr Professional I

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in providing program management support and direction to all health information technology activities
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Builds organizational technology design models including, but not limited to, policies, practices, and procedures
• Assists with formulating diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Advisory Mid Professional III

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, health information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of Health IT project deliverables
• Provides assistance on completing work plan activities, obtaining, and analyzing relevant data and reports for presentations and client meetings
• Supports the implementation of business solutions, process improvement diagnoses, process modeling and documentation as it relates to health information technology
• Provides analytical and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements with no oversight
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Mid Professional II

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, health information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of Health IT project deliverables
• Provides assistance on completing work plan activities, obtaining, and analyzing relevant data and reports for presentations and client meetings
• Supports the implementation of business solutions, process improvement diagnoses, process modeling and documentation as it relates to health information technology
• Provides analytical and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements with little oversight
• Serves as an analytical resource on engagement team
• Assists with conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

Health IT Advisory Mid Professional I

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Proficiency in analysis and defining business needs, health information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of Health IT project deliverables
  • Provides assistance on completing work plan activities, obtaining, and analyzing relevant data and reports for presentations and client meetings
  • Supports the implementation of business solutions, process improvement diagnoses, process modeling and documentation as it relates to health information technology
  • Provides analytical and program support
  • Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
  • Serves as an analytical resource on engagement team
  • Assists with conducting relevant research, distilling data, and creating reports
  • Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Jr Professional III

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, Health IT advisory expertise, has programming experience in one or more languages, and is versed in system testing
  • Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
  • Assesses available tools to support health information technology operations
  • Serves as an information technology resource on engagement team
  • Analyzes data and systems architecture, creates designs, and implements information systems solutions
  • Assesses available tools to support health information technology operations
  • Assists project team in meeting program objectives timely and effectively
  • Assumes responsibility for process documentation and technical soundness
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Advisory Jr Professional II

Experience  Minimum of 1 year of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, Health IT advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Assesses available tools to support health information technology operations
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assesses available tools to support health information technology operations
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Advisory Jr Professional I

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, Health IT advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Assesses available tools to support health information technology operations
• Serves as an information technology resource on engagement team
• Assesses available tools to support health information technology operations
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

2. HEALTH - IMPLEMENTATION

Health IT Implementation Executive III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, health information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Leads information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
• Serves as a health information technology implementations advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating and implementing work standards, creating strategic project objectives, and managing client issues and feedback
• Coordinates all parties to complete tasks and reviews information technology solutions for completeness and adherence to customer requirements
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Executive II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Executive level management experience, health information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Leads information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
• Serves as a health information technology implementations advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating and implementing work standards, creating strategic project objectives, and managing client issues and feedback
• Coordinates all parties to complete tasks and reviews information technology solutions for completeness and adherence to customer requirements
• Provides assistance with supervising designated resources and enforcing quality control practices
for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Executive I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Executive level management experience, health information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Leads information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
• Serves as a health information technology implementations advisor to the client
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating and implementing work standards, creating strategic project objectives, and managing client issues and feedback
• Coordinates all parties to complete tasks and reviews information technology solutions for completeness and adherence to customer requirements
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Assist with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Lead II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Executive level management experience, health information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Leads information technology project planning including the delivery of the vision and mission,
work plans, staffing, and financials
• Serves as a health information technology implementations advisor and subject matter expert to the client and guides day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating and implementing work standards, creating strategic project objectives, and managing client issues and feedback
• Coordinates all parties to complete tasks and reviews information technology solutions for completeness and adherence to customer requirements
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Lead I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Executive level management experience, health information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Leads information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
• Serves as a health information technology implementations advisor and subject matter expert to the client and guides helps with day-to-day activities of project teams
• Assumes responsibility for client communications related to communicating technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates and implements work standards, creating strategic project objectives, and managing client issues and feedback
• Coordinates all parties to complete tasks and reviews information technology solutions for completeness and adherence to customer requirements
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Engagement Implementation Leader III

Experience  Minimum of 11 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience includes contributing to the engagement’s health IT program scope and approach, health information technology implementation expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development
• Serves as a subject matter expert and advisor to implementation and operations teams, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages Health IT related program activities and is a point of contact with client executives
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and implementing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Engagement Implementation Leader II

Experience  Minimum of 9 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience includes contributing to the engagement’s health IT program scope and approach, health information technology implementation expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development
• Serves as a subject matter expert and advisor to implementation and operations teams and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages Health IT related program activities and is a point of contact with client executives
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communications with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Engagement Implementation Leader I

Experience Minimum of 8 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience includes contributing to the engagement's health IT program scope and approach, health information technology implementation expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Manages the program team and daily operations of project development
• Serves as a subject matter expert and advisor to implementation and operations teams, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages Health IT related program activities
• Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Architect II

Experience Minimum of 14 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience includes contributing to the engagement's health IT program scope and approach, health information technology implementation expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development
• Serves as a subject matter expert and advisor to implementation and operations teams, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages Health IT related program activities and is a key point of contact with client executives
• Is the subject matter expert for all health IT related tasks and takes ownership and accountability for project workstreams
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and implementing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Architect I**

**Experience**  Minimum of 12 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience includes contributing to the engagement's health IT program scope and approach, health information technology implementation expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development
• Serves as a subject matter expert and advisor to implementation and operations teams, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages Health IT related program activities and is a point of contact with client executives
• Is the subject matter expert for all health IT related tasks and takes ownership and accountability for project workstreams
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Assists with managing and implementing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Implementation Project Lead III

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience includes management and direction Health IT systems implementation, or extensive knowledge of and experience with Health IT systems development and implementations
  • Development of engagement work plans, deployment of program criterion, and related activities
  • 8+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
  • Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
  • Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
  • Performs analyses of client issues, assesses appropriate alternatives to be implemented, and recommends solutions
  • Communicates client expectations to project team and escalates appropriate issues to senior level project staff
  • Maintains technical knowledge within industry and service line
  • Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Project Lead II

Experience  Minimum of 6 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience includes management and direction Health IT systems implementation, or extensive knowledge of and experience with Health IT systems development and implementations
  • Development of engagement work plans, deployment of program criterion, and related activities
  • 6+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
  • Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design
meets business needs

- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions to be implemented
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Project Lead I**

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience includes management and direction Health IT systems implementation, or extensive knowledge of and experience with Health IT systems development and implementations
- Development of engagement work plans, deployment of program criterion, and related activities
- 5+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
- Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
- Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives to be implemented
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Solution Lead II**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience includes management and direction Health IT systems implementation, or extensive...
knowledge of and experience with Health IT systems development and implementations

• Development of engagement work plans, deployment of program criterion, and related activities
• 10+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Selects the most relevant tools and techniques to meet specific healthy information technology requirements
• Performs analyses of client issues, assesses appropriate alternatives to be implemented, and recommends solutions
• Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Solution Lead I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**   Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Experience includes management and direction Health IT systems implementation, or extensive knowledge of and experience with Health IT systems development and implementations
• Development of engagement work plans, deployment of program criterion, and related activities
• 8+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas and instructing, directing, and
monitoring the work of other Health IT staff or serves in a role of an experienced technical subject matter expert

- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Selects the most relevant tools and techniques to meet specific healthy information technology requirements
- Performs analyses of client issues, assesses appropriate alternatives to be implemented
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

- Experience in program management support and familiarity with client issues, health information technology implementation expertise, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
- Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
- Applies business modeling, process modeling, and business design techniques
- Applies quality standards to work products as it relates to health information technology
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions for implementation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Implementation Sr Professional IV

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Experience in program management support and familiarity with client issues, health information technology implementation expertise, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Applies quality standards to work products as it relates to health information technology
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions for implementation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Sr Professional III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Experience in program management support and familiarity with client issues, health information technology implementation expertise, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Applies quality standards to work products as it relates to health information technology
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Sr Professional II**

**Experience** Minimum of 2 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Experience in program management support and familiarity with client issues, health information technology implementation expertise, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Applies quality standards to work products as it relates to health information technology
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses
appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and
  implementation problems
• Supports teams providing all components of technology services including, but not limited to,
  advise, implement, and operate services of people, process, and technology

**Health IT Implementation Sr Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field
**Skills & Expertise:**
• Experience in program management support and familiarity with client issues, health information
  technology implementation expertise, assistance with design issues, leading client teams, analysis
  of project data, and development of appropriate deliverables
• This role requires building strong working relationships with all levels of the organization,
  including executives, management, and line staff in order to coordinate the efforts of Health IT
  resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of
  the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and
  communicating with team members
• Provides senior-level analytical, program, and implementation support, and is focused on
  providing high performance work
• Contributes to engagement work plan development and assists with engagement tasks to
  completion within scope and budget
• Contributes to work plan development, reaching engagement milestones
• Applies business modeling, process modeling, and business design techniques
• Applies quality standards to work products as it relates to health information technology
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
  project deliverables
• Assists with formulating diagnoses through financial or statistical modeling
• This position performs analyses and makes diagnoses, as well as defines symptoms and
  implementation problems
• Supports teams providing all components of technology services including, but not limited to,
  advise, implement, and operate services of people, process, and technology

**Health IT Implementation Mid Professional V**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field
**Skills & Expertise:**
• Proficiency in analysis and defining business needs, information technology implementation
  expertise, applying methodologies, support of program management, exposure to client issues, and
  development of project deliverables Health IT
• Provides assistance on completing work plan activities, analyzes relevant data and information,
  and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete and program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Implements health information technology solutions and methodologies without oversight
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Mid Professional IV

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete and program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Implements health information technology solutions and methodologies without oversight
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Mid Professional III

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program implementation support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete and program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Implements health information technology solutions and methodologies without oversight
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Mid Professional II**

**Experience** Minimum of 2 years of information technology or directly relevant industry experience  
**Education** Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT  
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions  
• Provides analytical and program implementation support  
• Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements  
• Conducts relevant research, distilling data, and assists with creating reports  
• Actively engages consulting tools and methodologies to meet project objectives and complete and program management activities  
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation  
• Implements health information technology solutions and methodologies without oversight  
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Mid Professional I**

**Experience** Minimum of 1 years of information technology or directly relevant industry experience  
**Education** Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT  
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions  
• Provides analytical and program implementation support  
• Assists with the completion of engagement tasks within the project scope and budget, while
meeting deliverable requirements
• Actively engages consulting tools and methodologies to meet project objectives and complete and program management activities
• Implements health information technology solutions and methodologies without oversight
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Jr Professional V

Experience   Minimum of 2 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Jr Professional IV

Experience   Minimum of 1 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Jr Professional III

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Implementation Jr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
**Health IT Implementation Jr Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise
- Providing expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Applies quality standards to work products
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Jr Staff IV**

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Responsible for process documentation and technical soundness
- Applies quality standards to work products
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Jr Staff III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems
solutions
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Jr Staff II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Implementation Jr Staff I**

**Experience**  Minimum of 1 year of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

3. **HEALTH IT - OPERATIONS**

**Health IT Operations Executive II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
Supports Health IT management across executive level management and direction on client engagements and operations, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions

Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing

Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives

Experienced in providing medical thought leadership for clinical information systems

Other experience includes coordinating multiple projects and teams, and assisting clients in achieving desired program results

Serves as a health information technology operations advisor to the client

Assumes responsibility for client communications related to communicating technical concerns

Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives

Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback

Assumes accountability for supervising designated resources and enforcing quality control practices for each project

Maintains responsibility for project reviews and overall contract progress and performance

Manages senior-most client relationships and guides senior client leaders through program change

Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Executive I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Supports Health IT management across executive level management and direction on client engagements and operations, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Experienced in providing medical thought leadership for clinical information systems
- Other experience includes coordinating single projects and teams, and assisting clients in achieving desired program results
- Serves as a health information technology operations advisor to the client
- Assumes responsibility for client communications related to communicating technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Assumes accountability for supervises designated resources and enforcing quality control practices for each project
• Assist with project reviews and overall contract progress and performance
• Manages senior-most client relationships and guides senior client leaders through program changes
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Leader III

Experience Minimum of 11 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology operations expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Maintains responsibility for managing the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages high complexity Health IT related program operations and is a key point of contact with client executives
• Assumes responsibility for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
• Facilitates client management teams through change processes and delivers presentations and leads client meetings
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Leader II

Experience Minimum of 9 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, health information technology operations expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Health IT experience through secure use and sharing of health information
• Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with
designed solution

- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages medium complexity Health IT related program operations and is a point of contact with client executives
- Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
- Assists with client management teams through change processes and delivers presentations and leads client meetings
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Leader I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, health information technology operations expertise, focus on program delivery and technical integration, ability to drive Health IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Health IT experience through secure use and sharing of health information
- Manages the program team and daily operations of project development or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages low complexity Health IT related program operations
- Responsible for program delivery, oversight of key technical enablers on projects, and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Provides assistance with managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
- Assists with client management teams through change processes
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Lead IV**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
- Experience in operations management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development, implementation, operations, and maintenance
- Development of engagement work plans, deployment of program criterion, and related activities
- 8+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
- Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line operations
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Lead III

Experience  Minimum of 6 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
- Experience in operations management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development, implementation, operations, and maintenance
- Development of engagement work plans, deployment of program criterion, and related activities
- 6+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
- Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Lead II

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in operations management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related activities
• 5+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Lead I

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in operations management and direction on Health IT projects, or extensive knowledge of and experience with Health IT systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related activities
• 4+ years’ experience working with a managed care organization, health insurer, or consultant in a network management/contract management role, such as contracting, provider services
• Responsible for managing various sized technical health related projects and initiatives impacting multiple entities within the IT Health System
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other Health IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience

Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in management support, health information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as experience in the firm's health technology focused consulting offerings: enterprise health technology strategy development, future scenario analysis, policy analysis, and health technology strategy and design
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Sr Professional IV**

**Experience**  Minimum of 4 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, health information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as experience in the firm’s health technology focused consulting offerings: enterprise health technology strategy development, future scenario analysis, policy analysis, and health technology strategy and design
- This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may assist with specific project tasks
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Sr Professional III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in management support, health information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as experience in the firm's health technology focused consulting offerings: enterprise health technology strategy development, future scenario analysis, policy analysis, and health technology strategy and design
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling, assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Sr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in program management support, health information technology operations expertise, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as experience in the firm's health technology focused consulting offerings: enterprise health technology strategy development, future scenario analysis, policy analysis, and health technology strategy and design
• This role requires building strong working relationships with all levels of the organization, including executives, management, and line staff in order to coordinate the efforts of Health IT resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing
high performance work
• Contributes to engagement work plan development and assists with less complex engagement
tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may assist with
specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses
appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

Health IT Operations Sr Professional I

Experience Minimum of 1 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, health information technology operations expertise,
and familiarity with client issues, assistance with design issues, leading client teams, analysis of
project data, and development of appropriate deliverables, as well as experience in the firm's health
technology focused consulting offerings: enterprise health technology strategy development, future
scenario analysis, policy analysis, and health technology strategy and design
• This role requires building strong working relationships with all levels of the organization,
including executives, management, and line staff in order to coordinate the efforts of Health IT
resources
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of
the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and
communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing
high performance work
• Contributes to engagement work plan development and assists with engagement tasks to
completion within scope and budget
• Contributes to work plan development, reaching engagement milestones
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
project deliverables
• Assists with formulating diagnoses through financial or statistical modeling
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology
Health IT Operations Mid Professional V

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
- Experience with data analysis and visualization to provide assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solution
- Provides analytical and program operational support
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
- Serves as a key analytical resource on engagement team
- Assumes responsibility for conducting relevant research, distilling data, and creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentations
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Mid Professional IV

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
- Experience with data analysis and visualization to provide assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solution
- Provides analytical and program operational support
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
- Serves as an analytical resource on engagement team
- Conducts relevant research, distilling data, and creating reports
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Operations Mid Professional III

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
  • Experience with data analysis and visualization to provide assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
  • Provides analytical and program operational support
  • Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
  • Conducts relevant research, distilling data, and assists with creating reports
  • Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
  • Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Mid Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
  • Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
  • Experience with data analysis and visualization to provide assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solution
  • Provides analytical and program operational support
  • Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
  • Conducts relevant research, distilling data, and assists with creating reports
  • Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
  • Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
  • Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Mid Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables Health IT
- Experience with data analysis and visualization to provide assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solution
- Provides analytical and program operational support
- Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Professional V

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s or equivalent in a related field

Skills & Expertise:
- Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
- Specialized experience may include facilitation, advanced analysis, and/or modeling
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Assumes responsibility for process documentation and technical soundness
- Makes use of proprietary tools, methods, and processes in performing project tasks
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Professional IV

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s or equivalent in a related field

Skills & Expertise:
- Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
- Specialized experience may include facilitation, advanced analysis, and/or modeling
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Professional III

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Health IT Operations Jr Professional I

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Staff IV

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s or equivalent in a related field
Skills & Expertise:
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Responsible for process documentation and technical soundness
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Health IT Operations Jr Staff III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Experience performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Jr Staff II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience  
**Education**   Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Health IT Operations Jr Staff I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience  
**Education**   Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on Health IT project issues and helps to ensure technical implementations follow quality assurance metrics, health IT operations expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
INFORMATION TECHNOLOGY PROFESSIONAL SERVICES

Information Technology: IT Services
Applicable to SINs: 54151S, 54151S(STLOC), 54151S(RC)

Deloitte’s SIN 54151S rate card is comprised of three service lines [(1) Advisory, (2) Implementation and (3) Operations] each with specific IT Professional Services labor categories and ceiling prices.

1. IT PROFESSIONAL SERVICES - ADVISORY

Technology Advisory Executive III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise, and experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into a new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates and advises executive-level clients on information technology problem definition and solution design in order to achieve the desired program results
• Serves as an information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor’s liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Executive II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise, and experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates and advises executive-level clients on information technology problem definition and solution design in order to achieve the desired program results
• Serves as an information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated
government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices
for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

Technology Advisory Executive I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise, and
experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising and assisting on project estimation and resource planning efforts and in
resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology,
helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Advises executive-level clients on information technology problem definition and solution design
in order to achieve the desired program results
• Serves as an information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated
government representatives
• Assists with formulating work standards, creating strategic project objectives, and assisting with
client issues and feedback
• Assists with supervising designated resources and enforcing quality control practices for each
project
• Provides assistance with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

Technology Advisory Lead III

Experience  Minimum of 15 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise, and
experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into a new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates and advises executive-level clients on information technology problem definition and solution design in order to achieve the desired program results
• Serves as an information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams
• Assists in the responsibility for client communications relating to technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Lead II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise, and experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates and advises executive-level clients on information technology problem definition and solution design in order to achieve the desired program results
• Serves as an information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams
• Assists in the responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Formulates work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Advisory Lead I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
- Executive level management experience, information technology advisory expertise, and experience in directing client engagements
- Experience in project definition and systems analysis, and integration of global technical solutions
- Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, and helps to ensure overall soundness of analytical approach
- Advises executive-level clients on information technology problem definition and solution design in order to achieve the desired program results
- Serves as an information technology advisor and subject matter expert to the client and helps with day-to-day activities of project teams
- Assists in the responsibility for client communications relating to technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Formulates work standards, creating strategic project objectives, and managing client issues and feedback
- Provides assistance with supervising designated resources and enforcing quality control practices for each project
- Assists with project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Engagement Leader III

Experience  Minimum of 11 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
- Engagement experience in large program scope and approach, information technology advisory experience
- Focuses on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
- Provides guidance and direction on a day-to-day basis for the implementation of all Information Technology efforts
- Communicates with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Engagement Leader II**

**Experience**  Minimum of 9 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Engagement experience in medium sized program scope and approach, information technology advisory experience
• Focuses on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
• Provides direction on a day-to-day basis for the implementation of all Information Technology efforts
• Communicates with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises program activities and is a point of contact with client executives
• Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Provides assistance with Managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Engagement Leader I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Engagement experience in small program scope and approach, information technology advisory experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Manages and advises the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
• Provides assistance on a day-to-day basis for the implementation of all Information Technology efforts
• Other experience includes communication with client and project managers and management of projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and advises program activities and is a point of contact with client executives
• Assists with program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Provides assistance with Managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Solution Architect II**

**Experience**  Minimum of 14 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Engagement experience in large program scope and approach, information technology advisory expert experience
• Focuses on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Maintains responsibility for leading and advising the program team and daily operations of project development or serves in a role as a highly experienced technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Provides guidance and direction on a day-to-day basis for the implementation of all Information Technology efforts
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Leads and advises program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Resolves problems and suggests creative solutions for all information technology efforts
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Solution Architect I

Experience   Minimum of 12 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Engagement experience in small to medium sized program scope and approach, information technology advisory expert experience
  • Focuses on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
  • Maintains responsibility for advising the program team and daily operations of project development or serves in a role as a highly experienced technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
  • Provides guidance on a day-to-day basis for the implementation of all Information Technology efforts
  • Communicates with client and project managers and management of multiple projects across various industry lines
  • Understands the client’s risk, business objectives, and quality goals
  • Leads and advises program activities and is a point of contact with client executives
  • Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
  • Communicates with the Contracting Officer’s Technical and delegated government representatives
  • Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
  • Suggests creative solutions for all information technology efforts
  • Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Project Lead III

Experience   Minimum of 8 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Implements business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of advisory project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
  • Conducts analysis of work plan completeness, prepares status reports, and supports quality control
practices

- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and escalates issues to senior level project staff as needed
- Communicates recommendation to clients, builds alignment, and manages client relationships
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Project Lead II**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Implements business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of advisory project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives
- Communicates client expectations to project team
- Communicates recommendation to clients, builds alignment, and manages client relationships
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Project Lead I**

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Implements business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of advisory project team leader over assigned support areas and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Communicates client expectations to project team
• Communicates recommendation to clients, builds alignment, and manages client relationships
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Solution Lead II**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Implements business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of advisory project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team, and escalates issues to senior level project staff as needed
• Communicates recommendation to clients, builds alignment, and manages client relationships
• Delivers presentations of information including, but not limited to, new commitments in the status of work products, and problems encountered, and leads client meetings
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Solution Lead I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:

• Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Implements business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of advisory project team leader over assigned support areas, and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team
• Communicates recommendation to clients, builds alignment, and manages client relationships
• Assists with client meetings and presentations including, but not limited to, new commitments in the status of work products, and problems encountered
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Sr Professional III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Program management support experience, information technology advisory experience, and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Advises on and guiding sub-tasks of an information technology related business and technical needs
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• Performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Sr Professional II

Experience   Minimum of 5 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Program management support experience, information technology advisory experience, and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Advises on sub-tasks of an information technology related business and technical needs
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with Formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• Performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Sr Professional I

Experience   Minimum of 4 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Program management support experience, information technology advisory experience, and familiarity with client issues, assistance with design issues, leading and advising client teams,
analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Advises on sub-tasks of an information technology related business and technical needs
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with Formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• Performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Advisory Mid Professional III**

**Experience**  Minimum of 4 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Provides analytical, advisory, and program support
• Analyzes business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Completes assigned information technology engagement tasks within the project scope and budget with no oversight, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Advisory Mid Professional II

Experience Minimum of 3 years of information technology or directly relevant industry experience

Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Provides analytical, advisory, and program support
• Analyzes business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Completes assigned information technology engagement tasks within the project scope and budget with little oversight, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Mid Professional I

Experience Minimum of 2 years of information technology or directly relevant industry experience

Education Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:

• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Provides analytical, advisory, and program support
• Analyzes business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Completes assigned information technology engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Advisory Jr Professional III

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, and has programming experience in one or more languages, and is versed in system testing
• Experience in the following: data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Completes assigned information technology tasks for deliverable requirements with minimal oversight
• Assists project team in meeting program objectives timely and effectively, and contributes to obtaining data and reports for presentations and client meetings
• Assumes responsibility for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Jr Professional II

Experience  Minimum of 1 year of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, and has programming experience in one or more languages, and is versed in system testing
• Experience in the following: data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Completes assigned information technology tasks for deliverable requirements with minimal oversight
• Assists project team in meeting program objectives timely and effectively, and contributes to obtaining data and reports for presentations and client meetings
• Assumes responsibility for process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Advisory Jr Professional I

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical
  implementations follow quality assurance metrics, information technology advisory expertise, and
  has programming experience in one or more languages, and is versed in system testing
• Experience in the following: data warehousing, information systems design, financial modeling,
  and business process improvement documentation
• Serves as an information technology resource on engagement team
• Completes assigned information technology tasks for deliverable requirements with minimal
  oversight
• Assists project team in meeting program objectives timely and effectively, and contributes to
  obtaining data and reports for presentations and client meetings
• Assists with process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to,
  advise, implement, and operate services of people, process, and technology

2. IT PROFESSIONAL SERVICES - IMPLEMENTATION

Technology Implementation Executive III

Experience Minimum of 15 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology implementation expertise, and
  experience in directing client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and
  integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
  as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure
  overall soundness of analytical approach, and is able to suggest alternatives
• Guide’s information technology project planning, including the delivery of the vision and mission,
  work plans, staffing, and financials
• Coordinates the design and roll out of information technology implementation and operation
  strategy to provide solutions to client issues including, but not limited to, finance, scheduling,
  technology, methodology, tools, and solution components
• Serves as information technology implementations advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and
  delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
  managing client issues and feedback
• Assumes accountability for supervising designated resources and implementing quality control
  practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
  implement, and operate services of people, process, and technology
**Technology Implementation Executive II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Executive level management experience, information technology implementation expertise, and experience in directing client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Assists information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
- Coordinates the design and roll out of information technology implementation and operation strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
- Serves as information technology implementations advisor to the client
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Provides assistance with supervising designated resources and implementing quality control practices for each project
- Maintains responsibility for project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Executive I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Executive level management experience, information technology implementation expertise, and experience in directing client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with implementing themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Assists information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
- Coordinates the design and roll out of information technology implementation and operation
strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components

- Serves as information technology implementations advisor to the client
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Assists with formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Provides assistance with supervising designated resources and implementing quality control practices for each project
- Assists with project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Lead II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor's Degree or equivalent in a related field

**Skills & Expertise:**
- Executive level management, information technology implementation expertise, direction on client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Leads information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
- Other experience includes coordinating and leading the design and roll out of information technology implementation and operation strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
- Serves as information technology implementations advisor and subject matter expert to the client and guides day-to-day activities of project teams
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Assumes accountability for supervising designated resources and implementing quality control practices for each project
- Assists with project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
**Technology Implementation Lead I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Executive level management experience, information technology implementation expertise, direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, and helps to ensure overall soundness of analytical approach
- Helps coordinate information technology project planning including the delivery of the vision and mission, work plans, staffing, and financials
- Other experience includes coordinating the design and roll out of information technology implementation and operation strategy to provide solutions to client issues including, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
- Serves as information technology implementations advisor and subject matter expert to the client and helps with day-to-day activities of project teams
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and implements program activities and is a key point of contact with client executives

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**Technology Engagement Implementation Leader III**

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience
**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in large program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and implements program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and implementing solutions to information technology problems, validating innovative solutions with subject matter experts, and helps to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Engagement Implementation Leader II

Experience  Minimum of 9 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in medium sized program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and implements program activities and is a key point of contact with client executives
• Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements solutions to information technology problems, validating innovative solutions with subject matter experts, and helps to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Engagement Implementation Leader I

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in small size program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Manages the program team and daily operations of project implementation or serves in a role as a
highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages and implements program activities and is a point of contact with client executives
• Assists with program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements solutions to information technology problems, validating innovative solutions with subject matter experts, and helps to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Architect II**

**Experience**  Minimum of 14 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in large program scope and approach, information technology implementation expert experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and implements program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Oversees completion of information technology implementation related tasks within the estimated time frames
- Maintains responsibility for managing and implementing solutions to information technology problems, validating innovative solutions with subject matter experts, and helps to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Implementation Architect I

Experience  Minimum of 12 years of information technology or directly relevant industry experience

Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Engagement experience in small to medium sized program scope and approach, information technology implementation expert experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and implements program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Assists with the completion of information technology implementation related tasks within the estimated time frames
- Maintains responsibility for managing and implementing solutions to information technology problems and helps to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Project Lead III

Experience  Minimum of 8 years of information technology or directly relevant industry experience

Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Manages and directs on client engagements or extensive knowledge of and experience with system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Advises on information technology implementation problems using analysis, experience, and judgment
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control
practices
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to be implemented
• Communicates client expectations to project team, and escalates issues to senior level project staff as needed
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Project Lead II

Experience  Minimum of 6 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Manages and directs on client engagements or extensive knowledge of and experience with system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Advises on information technology implementation problems using analysis, experience, and judgment
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions to be implemented
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Project Lead I

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Manages and directs on client engagements and advises on enterprise technology strategy development, system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Experience typically includes management and direction on client engagements or extensive knowledge of and experience with system development and implementation, development of
engagement work plans, deployment of program criterion, and related activities

- Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Advises on information technology implementation problems using analysis, experience, and judgment
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions to be implemented
- Maintains technical knowledge within industry and service line
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Solution Lead II**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Manages and directs on client engagements or extensive knowledge of and experience with system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Advises on information technology implementation problems using analysis, experience, and judgment
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Selects the most relevant tools and techniques to meet specific information technology requirements
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to be implemented
- Communicates client expectations to project team, and escalates issues to senior level project staff as needed
- Maintains technical knowledge within industry and service line
Technology Implementation Solution Lead I

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Manages and directs on client engagements on client engagements or extensive knowledge of and experience with system development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Advises on information technology implementation problems using analysis, experience, and judgment
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Selects the most relevant tools and techniques to meet specific information technology requirements
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to be implemented
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in program management support, information technology implementation experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements information operational systems, processes, and policies
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks
to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement
  milestones, and may lead specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates
  project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives,
  and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems,
  and develops conclusions for implementation
• Supports teams providing all components of technology services including, but not limited to,
  advise, implement, and operate services of people, process, and technology

Technology Implementation Sr Professional IV

Experience Minimum of 4 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, information technology implementation experience,
  and familiarity with client issues, assistance with design issues, leading client teams, analysis of
  project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of
  the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and
  communicating with team members
• Implements information operational systems, processes, and policies
• Provides senior-level analytical, program, and implementation support, and is focused on
  providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement
  tasks to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement
  milestones, and may lead specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates
  project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses
  appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems,
  and develops conclusions for implementation
• Supports teams providing all components of technology services including, but not limited to,
  advise, implement, and operate services of people, process, and technology
Technology Implementation Sr Professional III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in program management support, information technology implementation experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements information operational systems, processes, and policies
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Sr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in program management support, information technology implementation experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements information operational systems, processes, and policies
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement
tasks to implement within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with Formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Sr Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in program management support, information technology implementation experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Implements information operational systems, processes, and policies
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with engagement tasks to implement within scope and budget
• Contributes to work plan development, reaching engagement milestones
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling
• This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Mid Professional V**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and
development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and implements, institutes, and supports business solutions
• Provides analytical, implementation and program support, and expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Mid Professional IV**

**Experience** Minimum of 2 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and implements, institutes, and supports business solutions
• Provides analytical, implementation and program support, and expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Mid Professional III**

**Experience** Minimum of 1 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and
development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and implements, institutes, and supports business solutions
• Provides analytical, implementation and program support, and expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Mid Professional II

Experience    Minimum of 2 years of information technology or directly relevant industry experience
Education     Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and implements, institutes, and supports business solutions
• Provides analytical, implementation and program support, and expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Mid Professional I

Experience    Minimum of 1 year of information technology or directly relevant industry experience
Education     Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information,
and implements, institutes, and supports business solutions
• Provides analytical, implementation and program support, and expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Jr Professional V**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Implementing practical and innovative solutions and methodologies as it relates to information technology
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Jr Professional IV**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s Degree or equivalent in a related field  
**Skills & Expertise:**
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Implementing practical and innovative solutions and methodologies as it relates to information technology
technology

- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Jr Professional III**

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Assists with process documentation and technical soundness
- Implementing practical and innovative solutions and methodologies as it relates to information technology
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Jr Professional II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Assists project team in meeting program objectives timely and effectively
- Implementing practical and innovative solutions and methodologies as it relates to information technology
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Implementation Jr Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation
expertise
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Implementing practical and innovative solutions and methodologies as it relates to information technology
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Jr Staff IV

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Responsible for process documentation and technical soundness
• Implementing practical and innovative solutions and methodologies as it relates to information technology
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Jr Staff III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Implementing practical and innovative solutions and methodologies as it relates to information technology
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Implementation Jr Staff II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field

Skills & Expertise:
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Implementing practical and innovative solutions and methodologies as it relates to information technology
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Jr Staff I

Experience  Minimum of 1 year of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field

Skills & Expertise:
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology implementation expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Implementing practical and innovative solutions and methodologies as it relates to information technology
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

3. IT PROFESSIONAL SERVICES - OPERATIONS

Technology Operations Executive II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Executive level management experience, information technology operations expertise, and experience in directing client engagements
- Experience in project definition and systems analysis, and integration of global technical solutions
- Proficient in project estimation and resource planning and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, helps to ensure
overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates multiple projects and teams and assisting clients in desired information technology operations relating to, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
• Serves as information technology operations advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor’s point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and quality control practices for each project
• Provides contract and engagement oversight, including managing budget, risk, quality, and personnel
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Executive I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology operations expertise, and experience in directing client engagements
• Experience in project definition and systems analysis, and integration of global technical solutions
• Proficient in project estimation and resource planning and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates single projects and teams and assisting clients in desired information technology operations relating to, but not limited to, finance, scheduling, technology, methodology, tools, and solution components
• Serves as information technology operations advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Assists with formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Supervises designated resources and quality control practices for each project
• Provides contract and engagement oversight, including managing budget, risk, quality, and personnel
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Operations Engagement Leader III

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
- Facilitates client management teams through change processes and delivers presentations
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Engagement Leader II

**Experience**  Minimum of 9 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
- Maintains responsibility for managing the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages program activities and is a point of contact with client executives
- Responsible for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
- Facilitates client management teams through change processes and delivers presentations
- Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Engagement Leader I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and management of project resources
• Manages the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages program activities and is responsible for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
• Assists with facilitation of client management teams through change processes and delivers presentations
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across project operations and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Lead IV**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in information technology operations management and direction on client engagements or extensive knowledge of and experience with systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies operations procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of
project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert

- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line operations
- Manages and leads projects teams and ensures deliverables are presented to clients in a timely manner
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Lead III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in information technology operations management and direction on client engagements or extensive knowledge of and experience with systems development, implementation, operations, and maintenance
- Development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies operations procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line operations
- Manages projects teams and ensures deliverables are presented to clients in a timely manner
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Lead II**

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
Technology Operations Lead I

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience in information technology operations management and direction on client engagements or extensive knowledge of and experience with systems development, implementation, operations, and maintenance
- Development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies operations procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions
- Maintains technical knowledge within industry and service line operations
- Manages and leads small projects teams and ensures deliverables are presented to clients in a timely manner
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

- Maintains technical knowledge within industry and service line operations
- Manages small projects teams and ensures deliverables are presented to clients in a timely manner
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Operations Sr Professional V

**Experience** Minimum of 5 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, information technology operations experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and manages development of multiple deliverables
- Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Implementation Sr Professional IV

**Experience** Minimum of 4 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in program management support, information technology operations experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and manages development of multiple deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Sr Professional III

Experience Minimum of 3 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in program management support, information technology operations experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
• Contributes to engagement work plan development and often assists with less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing work plan development, reaching engagement milestones, and may lead assist with specific project tasks
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and manages development of multiple deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Sr Professional II

Experience Minimum of 2 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
Experience in program management support, information technology operations experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables

Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations

Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members

Provides senior-level analytical, program, and operational support, and is focused on providing high performance work

Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget

Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks

Applies business modeling, process modeling, and business design techniques

Conducts analysis of appropriate consulting tools to satisfy program requirements, and manages development of multiple deliverables

Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives

This position performs analyses and makes diagnoses, as well as defines symptoms and problems

Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Sr Professional I**

**Experience** Minimum of 1 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in program management support, information technology operations experience, and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with engagement tasks to completion within scope and budget
- Contributes to work plan development, reaching engagement milestones
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and manages development of multiple deliverables
- Assists with Formulating diagnoses through financial or statistical modeling
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Operations Mid Professional V

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau
• Provides analytical and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Develops and manages analysis plans
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Mid Professional IV

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau
• Provides analytical and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Manages analysis plans
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of
supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Mid Professional III**

**Experience** Minimum of 1 years of information technology or directly relevant industry experience  
**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables  
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions  
- Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau  
- Provides analytical and program support  
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements  
- Conducts relevant research, distilling data, and assists with creating reports  
- Manages analysis plans  
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities  
- Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Mid Professional II**

**Experience** Minimum of 2 years of information technology or directly relevant industry experience  
**Education** Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables  
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions  
- Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau  
- Provides analytical and program support  
- Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements  
- Conducts relevant research, distilling data, and assists with creating reports  
- Manages analysis plan  
- Actively engages consulting tools and methodologies to meet project objectives and complete
program management activities
- Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Mid Professional I**

**Experience**  Minimum of 1 year of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Experienced in oral and written communication, and specific tools such as Microsoft Office products, and Tableau
- Provides analytical and program support
- Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
- Manages analysis plans
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Jr Professional V**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
- Specialized experience may include facilitation, advanced analysis, and/or modeling
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Makes use of proprietary tools, methods, and processes in performing project tasks
- Assists project team in meeting program objectives timely and effectively
- Assumes responsibility for process documentation and technical soundness
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
Technology Operations Jr Professional IV

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Assists project team in meeting program objectives timely and effectively
• Assists with process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Jr Professional III

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Assists project team in meeting program objectives timely and effectively
• Assists with process documentation and technical soundness
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

Technology Operations Jr Professional II

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education  Minimum High School Diploma or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Specialized experience may include facilitation, advanced analysis, and/or modeling
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Makes use of proprietary tools, methods, and processes in performing project tasks
• Assists project team in meeting program objectives timely and effectively
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Jr Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise
- Specialized experience may include facilitation, advanced analysis, and/or modeling
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Makes use of proprietary tools, methods, and processes in performing project tasks
- Assists project team in meeting program objectives timely and effectively
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**Technology Operations Jr Staff IV**

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Makes use of proprietary tools, methods, and processes in performing project tasks
- Assists project team in meeting program objectives timely and effectively
- Responsible for process documentation and technical soundness
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
**Technology Operations Jr Staff III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience  
**Education**  Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing  
- Serves as an information technology resource on engagement team  
- Analyzes data and systems architecture, creates designs, and implements information systems solutions  
- Makes use of proprietary tools, methods, and processes in performing project tasks  
- Assists project team in meeting program objectives timely and effectively  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology  

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**Technology Operations Jr Staff II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience  
**Education**  Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing  
- Serves as an information technology resource on engagement team  
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions  
- Makes use of proprietary tools, methods, and processes in performing project tasks  
- Assists project team in meeting program objectives timely and effectively  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology  

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**Technology Operations Jr Staff I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience  
**Education**  Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
- Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing  
- Serves as an information technology resource on engagement team  
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions  
- Makes use of proprietary tools, methods, and processes in performing project tasks  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT PROFESSIONAL SERVICES
Information Technology: IT Solutions
Applicable to SINs: 541519PIV, 541519PIV(STLOC), 541519PIV(RC)

Deloitte’s SIN 541519PIV rate card is comprised of three service lines [(1) Advisory, (2) Implementation and (3) Operations] each with specific HSPD-12 labor categories and ceiling prices.

1. HSPD-12 - ADVISORY

HSPD-12 IT Advisory Executive III

Experience Minimum of 15 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates multiple projects and teams and assisting clients in achieving desired program results
• Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components
• Serves as an HSPD-12 information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer's Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Assumes accountability for supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Executive II

Experience Minimum of 13 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates multiple projects and teams and assisting clients in achieving desired program results
• Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components
• Serves as an HSPD-12 information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Executive I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
• Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
• Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Coordinates multiple projects and teams and assisting clients in achieving desired program results
• Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components
• Serves as an HSPD-12 information technology advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
• Provides assistance with supervising designated resources and enforcing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Lead III**

**Experience**  Minimum of 15 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Coordinates multiple projects and teams and assisting clients in achieving desired program results
- Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components
- Serves as an HSPD-12 information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Assumes accountability for supervising designated resources and enforcing quality control practices for each project
- Maintains responsibility for project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Lead II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
Coordinates multiple projects and teams and assisting clients in achieving desired program results

Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components

Serves as an HSPD-12 information technology advisor and subject matter expert to the client and guides day-to-day activities of project teams

Assumes responsibility for client communications relating to technical concerns

Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives

Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback

Assumes accountability for supervising designated resources and enforcing quality control practices for each project

Assists with project reviews and overall contract progress and performance

Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Lead I**

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Executive level management experience, information technology advisory expertise as it relates to identity, credentials, and access management, and direction on client engagements
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in advising on project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
- Coordinates multiple projects and teams and assisting clients in achieving desired program results
- Advises on the development and implementation of the technology strategy to provide solutions to client issues including, but not limited to, finance, scheduling, methodology, tools, and solution components
- Serves as an HSPD-12 information technology advisor and subject matter expert to the client and helps with day-to-day activities of project teams
- Assumes responsibility for client communications relating to technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Provides assistance with supervising designated resources and enforcing quality control practices for each project
- Assists with project reviews and overall contract progress and performance
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Advisory Engagement Leader III

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, information technology advisory experience, focus on program delivery and technical integration
- Ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
- Communicates with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Resolving problems and suggesting creative solutions, including but not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendations
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

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HSPD-12 IT Advisory Engagement Leader II

**Experience**  Minimum of 9 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, information technology advisory experience, focus on program delivery and technical integration
- Ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
- Communicates with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises program activities and is a point of contact with client executives
- Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Communications with the Contracting Officer’s Technical and delegated government
Manages technical solutions, delegates appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables

Resolves problems, including but not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendations

Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Engagement Leader I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, information technology advisory experience, focus on program delivery and technical integration
- Ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical expert, and helps to ensure client comfort and feasibility with designed solution
- Communicates with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages and advises program activities and is a point of contact with client executives
- Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Manages technical solutions, delegates appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Provides assistance with resolving problems, including but not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendation
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Solution Architect II**

**Experience**  Minimum of 14 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, information technology advisory expert experience, focus on program delivery and technical integration
- Ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Communicates with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
• Manages and advises program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Resolving problems and suggesting creative solutions, including but not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendations
• Leads the completion of information technology advisory specific tasks within estimated time frames and budget constraints
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Solution Architect I**

**Experience**  Minimum of 12 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Engagement experience in program scope and approach, information technology advisory expert experience, focus on program delivery and technical integration
• Ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
• Maintains responsibility for managing and advising the program team and daily operations of project development or serves in a role as a highly experienced technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Communicates with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
• Manages and advises program activities and is a point of contact with client executives
• Assumes responsibility for program delivery of key technical enablers on projects and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Suggests creative solutions, including but not limited to, finance, scheduling, technology, methodology, tools, solution components, and recommendations
• Assists with the completion of information technology advisory specific tasks within estimated time frames and budget constraints
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Advisory Project Lead III

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in advising on identity, credentials, and access management on client engagements, or extensive knowledge of and experience with HSPD-12 related systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
  • Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
  • Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
  • Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
  • Maintains technical knowledge within industry and service line
  • Delivers presentations of information including, but not limited to, new commitments in the status of work in progress, and problems encountered, and leads client meetings
  • Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Project Lead II

Experience  Minimum of 6 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in advising on identity, credentials, and access management on client engagements, or extensive knowledge of and experience with HSPD-12 related systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or
serves in a role of an experienced technical expert

- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Assists with client meetings and presentations of information including, but not limited to, new commitments in the status of work in progress, and problems encountered
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Project Lead I**

**Experience** Minimum of 5 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in advising on identity, credentials, and access management on client engagements, or extensive knowledge of and experience with HSPD-12 related systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Gathers information for client meetings and presentations including, but not limited to, new commitments in the status of work in progress, and problems encountered
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Solution Lead II**

**Experience** Minimum of 10 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience includes advising on identity, credentials, and access management on client engagements, or extensive knowledge of and experience with HSPD-12 related systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
• Implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
• Maintains technical knowledge within industry and service line
• Delivers presentations of information including, but not limited to, new commitments in the status of work in progress, and problems encountered, and leads client meetings
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Solution Lead I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

• Skills & Expertise:
  • Experience includes advising on identity, credentials, and access management on client engagements, or extensive knowledge of and experience with HSPD-12 related systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, and instructing, directing, advising, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
  • Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
  • Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
  • Communicates client expectations to project team
  • Maintains technical knowledge within industry and service line
  • Assists with client meetings and presentations of information including, but not limited to, new commitments in the status of work in progress, and problems encountered
  • Manages teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Sr Professional III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in Identity, Credentials, and Access Management advisory support and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and advisory support, and is focused on providing high performance work
- Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
- Advises on and guiding sub-tasks of an information technology related business and technical needs
- Applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
- Performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Advisory Sr Professional II**

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Experience in Identity, Credentials, and Access Management advisory support and familiarity with client issues, assistance with design issues, leading and advising client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and advisory support, and is focused on providing high
performance work
• Contributes to engagement work plan development and assists with less complex engagement
tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement
milestones, and may lead specific project tasks
• Advises on sub-tasks of an information technology related business and technical needs
• Applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
project deliverables
• Assists with Formulating diagnoses through financial or statistical modeling and assesses
appropriate alternatives
• Performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops
conclusions
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Sr Professional I

Experience Minimum of 4 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
• Skills & Expertise:
  • Experience in Identity, Credentials, and Access Management advisory support and familiarity with
    client issues, assistance with design issues, leading and advising client teams, analysis of project
data, and development of appropriate deliverables
  • Proficient in the use of firm tools and enablers to better support the overall objectives and goals of
    the program objectives
  • Demonstrates these skills by performing status reports, verifying work plan completeness, and
    communicating with team members
  • Provides senior-level analytical, program, and advisory support, and is focused on providing high
    performance work
  • Contributes to engagement work plan development and assists with less complex engagement
tasks to completion within scope and budget
  • Serves as a senior-level analytical correspondent within engagement team
  • Contributes to work plan development, reaching engagement milestones, and may lead specific
project tasks
  • Advises on and guiding sub-tasks of an information technology related business and technical
needs
  • Applies business modeling, process modeling, and business design techniques
  • Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates
project deliverables
  • Assists with Formulating diagnoses through financial or statistical modeling and assesses
appropriate alternatives
  • Performs analyses and makes diagnoses, as well as defines symptoms and problems
  • Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology
HSPD-12 IT Advisory Mid Professional III

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Analyzing Identity, Credentials, and Access Management business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Provides analytical, advisory, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements with no oversight
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Mid Professional II

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Analyzing Identity, Credentials, and Access Management business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Provides analytical, advisory, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements with little oversight
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of
system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Mid Professional I

Experience Minimum of 2 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology advisory expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and advises, institutes, and supports business solutions
• Analyzing Identity, Credentials, and Access Management business requirements impacted by information technology, and defining applicable tools and innovative solutions including technology, methodology, and solution components
• Provides analytical, advisory, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Jr Professional III

Experience Minimum of 2 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business advisory process improvement documentation
• Completing assigned information technology tasks for deliverable requirements with minimal oversight
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• This role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Jr Professional II

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business advisory process improvement documentation
• Completing assigned information technology tasks for deliverable requirements with minimal oversight
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assists with process documentation and technical soundness
• This role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Advisory Jr Professional I

Experience  Minimum of 0 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Performs technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business advisory process improvement documentation
• Completing assigned information technology tasks for deliverable requirements with minimal oversight
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Assists with process documentation and technical soundness
• This role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
## 2. HSPD-12 - IMPLEMENTATION

### HSPD-12 IT Implementation Executive III

**Experience**  Minimum of 15 years of information technology or directly relevant industry experience  

**Education**  Minimum Bachelor’s Degree or equivalent in a related field  

**Skills & Expertise:**

- Executive level management experience, information technology implementation expertise as it relates to identity, credentials, and access management, and direction on client engagements  
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions  
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing  
- Implements themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives  
- Other experience includes coordinating multiple projects and team and assisting clients in implementing desired program outcomes  
- Serves as HSPD-12 information technology implementations advisor to the client  
- Assumes responsibility for client communications relating to technical concerns  
- Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and delegated government representatives  
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback and guides the overall goals of the engagement to the project staff  
- Assumes accountability for supervising designated resources and implementing quality control practices for each project  
- Maintains responsibility for project reviews and overall contract progress and performance  
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

### HSPD-12 IT Implementation Executive II

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience  

**Education**  Minimum Bachelor’s Degree or equivalent in a related field  

**Skills & Expertise:**

- Executive level management experience, information technology implementation expertise as it relates to identity, credentials, and access management, and direction on client engagements  
- Experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions  
- Proficient in project estimation and resource planning efforts and in resolving project issues, such as technical compatibility, client expectations, and timing  
- Implements themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of analytical approach, and is able to suggest alternatives  
- Other experience includes coordinating multiple projects and team and assisting clients in implementing desired program outcomes  
- Serves as HSPD-12 information technology implementations advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated
government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback and guides the overall goals of the engagement to the project
staff
• Provides assistance with supervising designated resources and implementing quality control
practices for each project
• Maintains responsibility for project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Executive I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology implementation expertise as it
relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and
integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Assists with implementing themes capable of being developed into new IT strategy methodology,
helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating single projects and team and assisting clients in
implementing desired program outcomes
• Serves as HSPD-12 information technology implementations advisor to the client
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated
government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback and guides the overall goals of the engagement to the project
staff
• Provides assistance with supervising designated resources and implementing quality control
practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Lead II

Experience  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology implementation expertise as it
relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and
integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Assists with implementing themes capable of being developed into new IT strategy methodology,
helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating multiple projects and team and assisting clients in
implementing desired program outcomes
• Serves as HSPD-12 information technology implementations advisor and subject matter expert to
the client and guides day-to-day activities of project teams
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's liaison and point of contact with the Contracting Officer’s Technical and
delegated government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback and guides the overall goals of the engagement to the project
staff
• Assumes accountability for supervising designated resources and implementing quality control
practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise,
implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Lead I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Executive level management experience, information technology implementation expertise as it
relates to identity, credentials, and access management, and direction on client engagements
• Experience in project definition and systems analysis, creation of competitive strategies, and
integration of global technical solutions
• Proficient in project estimation and resource planning efforts and in resolving project issues, such
as technical compatibility, client expectations, and timing
• Assists with implementing themes capable of being developed into new IT strategy methodology,
helps to ensure overall soundness of analytical approach, and is able to suggest alternatives
• Other experience includes coordinating single projects and team and assisting clients in
implementing desired program outcomes
• Serves as HSPD-12 information technology implementations advisor and subject matter expert to
the client and helps with day-to-day activities of project teams
• Assumes responsibility for client communications relating to technical concerns
• Is the contractor's point of contact with the Contracting Officer’s Technical and delegated
government representatives
• Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback and guides the overall goals of the engagement to the project
staff
• Provides assistance with supervising designated resources and implementing quality control practices for each project
• Assists with project reviews and overall contract progress and performance
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Engagement Implementation Leader III**

**Experience**  Minimum of 11 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
- Manages and implements program activities and is a key point of contact with client executives
- Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
- Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for managing and implementing technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Engagement Implementation Leader II**

**Experience**  Minimum of 9 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Engagement experience in program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Manages the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of
multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
• Manages and implements program activities and is a point of contact with client executives
• Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements technical solutions, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Engagement Implementation Leader I

Experience Minimum of 8 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, information technology implementation experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
• Manages the program team and daily operations of project implementation or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
• Manages and implements program activities
• Responsible for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Communicates with the Contracting Officer’s Technical and delegated government representatives
• Manages and implements technical solutions and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Architect II

Experience Minimum of 14 years of information technology or directly relevant industry experience
Education Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, information technology implementation expert experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
• Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management
• Manages and implements program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing and implementing technical solutions and validating innovative solutions with subject matter experts, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Architect I**

**Experience**  Minimum of 12 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

• Engagement experience in program scope and approach, information technology implementation expert experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise

• Maintains responsibility for managing the program team and daily operations of project implementation or serves in a role as a highly experienced Technical subject matter expert, and helps to ensure client comfort and feasibility with designed solution

• Other experience includes communication with client and project managers and management of multiple projects across various industry lines

• Understands the client’s risk, business objectives, and quality goals as it relates to information technology identity, credentials, and access management

• Manages and implements program activities and is a key point of contact with client executives

• Assumes responsibility for program delivery and oversight of key technical enablers on projects and identification of needs for new tools

• Communicates with the Contracting Officer’s Technical and delegated government representatives

• Assists with managing and implementing technical solutions and validating innovative solutions with subject matter experts, delegating appropriate resources, and helping to ensure quality assurance principles are met across projects and deliverables

• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Implementation Project Lead III

Experience  Minimum of 8 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in implementing identity, credentials, and access management, or extensive knowledge of and experience with HSPD-12 systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
  • Implements operational systems, processes, and policies as it relates to information technology
  • Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
  • Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to be implemented
  • Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
  • Maintains technical knowledge within industry and service line
  • Develops innovation and efficiency in order to increase identity, credentials, and access management and information technology performance
  • Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Project Lead II

Experience  Minimum of 6 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
  • Experience in implementing identity, credentials, and access management, or extensive knowledge of and experience with HSPD-12 systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
  • Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
  • Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
  • Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a
role of an experienced technical expert

- Implements operational systems, processes, and policies as it relates to information technology
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions to be implemented
- Communicates client expectations to project team
- Maintains technical knowledge within industry and service line
- Develops innovation and efficiency in order to increase identity, credentials, and access management and information technology performance
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Project Lead I

**Experience**  Minimum of 5 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in implementing identity, credentials, and access management, or extensive knowledge of and experience with HSPD-12 systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
- Implements operational systems, processes, and policies as it relates to information technology
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues and recommends solutions to be implemented
- Maintains technical knowledge within industry and service line
- Assists with Developing innovation and efficiency in order to increase identity, credentials, and access management and information technology performance
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Solution Lead II

**Experience**  Minimum of 10 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in implementing identity, credentials, and access management, or extensive knowledge of and experience with HSPD-12 systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Devises or modifies procedures to solve complex problems, provides guidance and experience on
technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs

- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
- Implements operational systems, processes, and policies as it relates to information technology
- Selects the most relevant tools and techniques to meet specific information technology requirements
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to be implemented
- Communicates client expectations to project team, and escalates appropriate issues to senior level project staff
- Maintains technical knowledge within industry and service line
- Develops innovation and efficiency in order to increase identity, credentials, and access management and information technology performance
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Solution Lead I**

**Experience**  Minimum of 8 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in implementing identity, credentials, and access management, or extensive knowledge of and experience with HSPD-12 systems development and implementation, development of engagement work plans, deployment of program criterion, and related activities
- Modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as an information technology subject matter expert and team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business needs
- Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
- Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical subject matter expert
- Implements operational systems, processes, and policies as it relates to information technology
- Selects the most relevant tools and techniques to meet specific information technology requirements
- Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
- Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions to
be implemented
• Communicates client expectations to project team
• Maintains technical knowledge within industry and service line
• Assists with developing innovation and efficiency in order to increase identity, credentials, and access management and information technology performance
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in Identity, Credentials, and Access Management implementation support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems and develops conclusions for implementation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Sr Professional IV

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in Identity, Credentials, and Access Management implementation support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project
data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions for implementation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Sr Professional III

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in Identity, Credentials, and Access Management implementation support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to implement within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Implements business modeling, process modeling, and business design techniques
Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
Assists with Formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Sr Professional II

Experience    Minimum of 2 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience in Identity, Credentials, and Access Management implementation support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
- Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to implement within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
- Implements business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
- Assists with formulating diagnoses through financial or statistical modeling and assesses appropriate alternatives
- This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Sr Professional I

Experience    Minimum of 1 years of information technology or directly relevant industry experience
Education    Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Experience in Identity, Credentials, and Access Management implementation support and
familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables

• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides expertise in, but not limited to, configuration management, knowledge management, business analysis, and technical analysis
• Provides senior-level analytical, program, and implementation support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with engagement tasks to implement within scope and budget
• Contributes to work plan development, reaching engagement milestones
• Implements business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements and creates project deliverables
• Assists with formulating diagnoses through financial or statistical modeling
• This position performs analyses and makes diagnoses, as well as defines symptoms and implementation problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Mid Professional V

Experience  Minimum of 3 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes, and supports business solutions
• Providing expertise in, but not limited to, Identity, Credentials, and Access Management, configuration management, knowledge management, business analysis, and technical analysis
• Provides analytical, implementation, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as a key analytical resource on engagement team
• Assumes responsibility for conducting relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Implementation Mid Professional IV

Experience  Minimum of 2 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes, and supports business solutions
• Providing expertise in, but not limited to, Identity, Credentials, and Access Management, configuration management, knowledge management, business analysis, and technical analysis
• Provides analytical, implementation, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Serves as an analytical resource on engagement team
• Conducts relevant research, distilling data, and creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Mid Professional III

Experience  Minimum of 1 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes, and supports business solutions
• Providing expertise in, but not limited to, Identity, Credentials, and Access Management, configuration management, knowledge management, business analysis, and technical analysis
• Provides analytical, implementation, and program support
• Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
**HSPD-12 IT Implementation Mid Professional II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience  

**Education**  Minimum High School Diploma or equivalent in a related field  

**Skills & Expertise:**

- Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables  
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes, and supports business solutions  
- Providing expertise in, but not limited to, Identity, Credentials, and Access Management, configuration management, knowledge management, business analysis, and technical analysis  
- Provides analytical, implementation, and program support  
- Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements  
- Conducts relevant research, distilling data, and assists with creating reports  
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities  
- Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Mid Professional I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience  

**Education**  Minimum High School Diploma or equivalent in a related field  

**Skills & Expertise:**

- Proficiency in analysis and defining business needs, information technology implementation expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables  
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes, and supports business solutions  
- Providing expertise in, but not limited to, Identity, Credentials, and Access Management, configuration management, knowledge management, business analysis, and technical analysis  
- Provides analytical, implementation, and program support  
- Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements  
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Implementation Jr Professional V

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Supports planning and project management for tasks
- Assists project team in meeting program objectives timely and effectively
- Assumes responsibility for process documentation and technical soundness
- Applies quality standards to work products
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Jr Professional IV

**Experience**  Minimum of 1 year of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Supports planning and project management for tasks
- Assists project team in meeting program objectives timely and effectively
- Provides assistance for process documentation and technical soundness
- Applies quality standards to work products
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Implementation Jr Professional III

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience  
**Education**  Minimum Bachelor’s or equivalent in a related field  
**Skills & Expertise:**  
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing  
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation  
- Serves as an information technology resource on engagement team  
- Supports planning and project management for tasks  
- Assists project team in meeting program objectives timely and effectively  
- Provides assistance for process documentation and technical soundness  
- Applies quality standards to work products  
- The role is for a specific Identity, Credentials, and Access Management client engagements  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Jr Professional II

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience  
**Education**  Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing  
- Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation  
- Serves as an information technology resource on engagement team  
- Supports planning and project management for tasks  
- Assists project team in meeting program objectives timely and effectively  
- Applies quality standards to work products  
- The role is for a specific Identity, Credentials, and Access Management client engagements  
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Implementation Jr Professional I

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience  
**Education**  Minimum High School Diploma or equivalent in a related field  
**Skills & Expertise:**  
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology
advisory expertise
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Serves as an information technology resource on engagement team
• Supports planning and project management for tasks
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Jr Staff IV**

**Experience** Minimum of 0 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Supports planning and project management for tasks
• Assists project team in meeting program objectives timely and effectively
• Responsible for process documentation and technical soundness
• Applies quality standards to work products
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Jr Staff III**

**Experience** Minimum of 3 years of information technology or directly relevant industry experience

**Education** Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Supports planning and project management for tasks
• Assists project team in meeting program objectives timely and effectively
• Applies quality standards to work products
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Jr Staff II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Assists with data and systems architecture, creates designs, and implements information systems solutions
- Supports planning and project management for tasks
- Assists project team in meeting program objectives timely and effectively
- Applies quality standards to work products
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Implementation Jr Staff I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology advisory expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Assists with data and systems architecture, creates designs, and implements information systems solutions
- Supports planning and project management for tasks
- Applies quality standards to work products
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

| 3. HSPD-12 – IMPLEMENTATION - OPERATIONS |

**HSPD-12 IT Operations Executive II**

**Experience**  Minimum of 13 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Executive level management experience, information technology operational expertise as it relates to identity, credentials, and access management, and direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning and in resolving project issues, such as technical compatibility, client expectations, and timing
- Identifies themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of operational and analytical approach, and is able to suggest alternatives
- Other experience includes coordinating multiple projects and team and assisting clients in desired operational program outcomes
- Serves as an HSPD-12 information technology operations advisor to the client
- Assumes responsibility for client communications related to communicating technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback
- Assumes accountability for supervising designated resources and quality control practices for each project
- Maintains responsibility for project reviews and overall contract progress, performance, and operations
- Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Executive I

Experience  Minimum of 10 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
- Executive level management experience, information technology operational expertise as it relates to identity, credentials, and access management, and direction on client engagements, experience in project definition and systems analysis, creation of competitive strategies, and integration of global technical solutions
- Proficient in project estimation and resource planning and in resolving project issues, such as technical compatibility, client expectations, and timing
- Assists with identifying themes capable of being developed into new IT strategy methodology, helps to ensure overall soundness of operational and analytical approach, and is able to suggest alternatives
- Other experience includes coordinating single projects and team and assisting clients in desired operational program outcomes
- Serves as an HSPD-12 information technology operations advisor to the client
- Assumes responsibility for client communications related to communicating technical concerns
- Is the contractor's point of contact with the Contracting Officer’s Technical and delegated government representatives
- Maintains responsibility for formulating work standards, creating strategic project objectives, and
managing client issues and feedback
• Supervises designated resources and quality control practices for each project
• Assists with project reviews and overall contract progress, performance, and operations
• Leads teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Leader III

Experience  Minimum of 11 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
• Maintains responsibility for managing the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
• Understands the client’s risk, business objectives, and quality goals
• Manages highly complex program activities and is a key point of contact with client executives
• Assumes responsibility for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
• Conducts regular interaction and communications with the Contracting Officer’s Technical and delegated government representatives
• Maintains responsibility for managing technical solutions, delegating appropriate resources, and helping to ensure alignment of scope, work product with client deliverables, and quality assurance principles are met across project operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Leader II

Experience  Minimum of 9 years of information technology or directly relevant industry experience
Education  Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
• Manages the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
• Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages highly medium complexity program activities and is a point of contact with client executives
- Responsible for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Manages technical solutions, delegating appropriate resources, and helping to ensure alignment of scope, work product with client deliverables, and quality assurance principles are met across project operations
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Leader I**

**Experience** Minimum of 8 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in program scope and approach, information technology operations experience, focus on program delivery and technical integration, ability to drive IT Strategy and planning changes at the executive levels, oversight of key information technology enablers, and identity, credentials, and access management expertise
- Manages the program team and daily operations of project operations or serves in a role as a highly experienced Technical expert, and helps to ensure client comfort and feasibility with designed solution
- Other experience includes communication with client and project managers and management of multiple projects across various industry lines
- Understands the client’s risk, business objectives, and quality goals
- Manages low complexity program activities
- Responsible for program delivery and oversight of key technical enablers on project operations and identification of needs for new tools
- Communicates with the Contracting Officer’s Technical and delegated government representatives
- Manages technical solutions, delegating appropriate resources, and helping to ensure alignment of scope, work product with client deliverables, and quality assurance principles are met across project operations
- Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Lead IV**

**Experience** Minimum of 8 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
- Engagement experience in identity, credentials, and access management and operations, or extensive knowledge of and experience with HSPD-12 systems development, implementation, operations, and maintenance
- Development of engagement work plans, deployment of program criterion, and related operational
activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions
• Communicates client expectations to project team, and escalates appropriate issues to senior level project staff, as well as communicating recommendation to clients and managing client relationships
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Lead III**

**Experience**  Minimum of 6 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**
• Experience in identity, credentials, and access management and operations, or extensive knowledge of and experience with HSPD-12 systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related operational activities
• Devises or modifies procedures to solve complex problems, provides guidance and experience on technical solution implementation, engages resources and/or serves as a team leader, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Communicates client expectations to project team, as well as communicating recommendation to clients and managing client relationships
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Lead II

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in identity, credentials, and access management and operations, or extensive knowledge of and experience with HSPD-12 systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related operational activities
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues and recommends solutions
• Communicates recommendations to clients and managing client relationships
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Lead I

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in identity, credentials, and access management and operations, or extensive knowledge of and experience with HSPD-12 systems development, implementation, operations, and maintenance
• Development of engagement work plans, deployment of program criterion, and related operational activities
• Devises or modifies procedures to solve complex problems, provides experience on technical solution implementation, engages resources, performs analyses of client issues, interprets implications of design, and helps to ensure that software design meets business operations
• Other experience includes implementing business process reengineering, developing financial models, orchestrating change management principles, and conducting performance measurements
• Serves in the role of project team leader over assigned support areas, and instructing, directing, and monitoring the work of other IT staff or serves in a role of an experienced technical expert
• Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices
• Performs analyses of client issues
• Maintains technical knowledge within industry and service line operations
• Manages teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Sr Professional V

Experience  Minimum of 5 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in Identity, Credentials, and Access management support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as the firm’s technology focused consulting offerings: enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and technology strategy
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
• Contributes to engagement work plan development and often leads less complex engagement tasks to completion within scope and budget
• Serves as a senior-level analytical correspondent within engagement team
• Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
• Operates and applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Sr Professional IV

Experience  Minimum of 4 years of information technology or directly relevant industry experience
Education   Minimum Bachelor’s Degree or equivalent in a related field
Skills & Expertise:
• Experience in Identity, Credentials, and Access management support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as the firm’s technology focused consulting offerings: enterprise technology strategy development, future scenario analysis, policy analysis,
customer/stakeholder insight and strategy development, innovation strategy, and technology strategy

- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Assumes responsibility for contributing to work plan development, reaching engagement milestones, and may lead specific project tasks
- Operates and applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Formulates diagnoses through financial or statistical modeling and assesses appropriate alternatives
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Sr Professional III**

**Experience** Minimum of 3 years of information technology or directly relevant industry experience

**Education** Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Experience in Identity, Credentials, and Access management support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as the firm’s technology focused consulting offerings: enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and technology strategy
- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
- Serves as a senior-level analytical correspondent within engagement team
- Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
- Operates and applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Sr Professional II

Experience
Minimum of 2 years of information technology or directly relevant industry experience

Education
Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in Identity, Credentials, and Access management support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as the firm’s technology focused consulting offerings: enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and technology strategy
• Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
• Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
• Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
• Contributes to engagement work plan development and assists with less complex engagement tasks to completion within scope and budget
• Contributes to work plan development, reaching engagement milestones, and may assist with specific project tasks
• Operates and applies business modeling, process modeling, and business design techniques
• Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
• Formulates diagnoses through financial or statistical modeling and assesses appropriate alternatives
• This position performs analyses and makes diagnoses, as well as defines symptoms and problems
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Sr Professional I

Experience
Minimum of 1 years of information technology or directly relevant industry experience

Education
Minimum Bachelor’s Degree or equivalent in a related field

Skills & Expertise:
• Experience in Identity, Credentials, and Access management support and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables, as well as the firm’s technology focused consulting
offerings: enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and strategy development, innovation strategy, and technology strategy

- Proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives and operations
- Demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members
- Provides senior-level analytical, program, and operational support, and is focused on providing high performance work
- Contributes to engagement work plan development and assists with engagement tasks to completion within scope and budget
- Contributes to work plan development, reaching engagement milestones
- Operates and applies business modeling, process modeling, and business design techniques
- Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables
- Formulates diagnoses through financial or statistical modeling
- This position performs analyses and makes diagnoses, as well as defines symptoms and problems
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Mid Professional V**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Experienced in the firm’s technology strategy consulting offerings: Identity, Credentials, and Access Management, enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and technology strategy development, and innovation strategy
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program operational support
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
- Serves as a key analytical resource on engagement team
- Assumes responsibility for conducting relevant research, distilling data, and creating reports and presents findings to client teams
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology
HSPD-12 IT Operations Mid Professional IV

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Experienced in the firm’s technology strategy consulting offerings: Identity, Credentials, and Access Management, enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and technology strategy development, and innovation strategy
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program operational support
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
- Serves as an analytical resource on engagement team
- Conducts relevant research, distilling data, and creating reports and presents findings to client teams
- Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
- Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

HSPD-12 IT Operations Mid Professional III

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s Degree or equivalent in a related field

**Skills & Expertise:**

- Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
- Experienced in the firm’s technology strategy consulting offerings: Identity, Credentials, and Access Management, enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and technology strategy development, and innovation strategy
- Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
- Provides analytical and program operational support
- Completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements
- Conducts relevant research, distilling data, and assists with creating reports and presents findings to client teams
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Mid Professional II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

• Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Experienced in the firm’s technology strategy consulting offerings: Identity, Credentials, and Access Management, enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and technology strategy development, and innovation strategy
• Provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions
• Provides analytical and program operational support
• Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
• Conducts relevant research, distilling data, and assists with creating reports and presents findings to client teams
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Provides assistance for quality assurance practices and fostering completion and accuracy of system documentation
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Mid Professional I**

**Experience**  Minimum of 1 year of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**

• Proficiency in analysis and defining business needs, information technology operations expertise, applying methodologies, support of program management, exposure to client issues, and development of project deliverables
• Experienced in the firm’s technology strategy consulting offerings: Identity, Credentials, and Access Management, enterprise technology strategy development, future scenario analysis, policy analysis, customer/stakeholder insight and technology strategy development, and innovation strategy
• Provides assistance on completing work plan activities, analyzes relevant data and information,
and institutes and supports business solutions
• Provides analytical and program operational support
• Assists with the completion of engagement tasks within the project scope and budget, while meeting deliverable requirements
• Actively engages consulting tools and methodologies to meet project objectives and complete program management activities
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Professional V**

**Experience**  
Minimum of 2 years of information technology or directly relevant industry experience

**Education**  
Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Assumes responsibility for process documentation and technical soundness
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Professional IV**

**Experience**  
Minimum of 1 years of information technology or directly relevant industry experience

**Education**  
Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Professional III**

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Provides assistance for process documentation and technical soundness
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Professional II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Professional I**

**Experience**  Minimum of 1 year of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise
• Other experience includes data warehousing, information systems design, financial modeling, and business process improvement documentation
• Experienced oral and written communication, and operation of specific tools such as Microsoft Office products, and Tableau
• Serves as an information technology resource on engagement team
• Assists project team in meeting program objectives timely and effectively
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Staff IV**

**Experience**  Minimum of 0 years of information technology or directly relevant industry experience

**Education**  Minimum Bachelor’s or equivalent in a related field

**Skills & Expertise:**
• Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
• Serves as an information technology resource on engagement team
• Analyzes data and systems architecture, creates designs, and implements information systems solutions
• Assists project team in meeting program objectives timely and effectively
• Responsible for process documentation and technical soundness
• Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
• The role is for a specific Identity, Credentials, and Access Management client engagements
• Supports teams providing all components of technology services including, but not limited to,
advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Staff III**

**Experience**  Minimum of 3 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Analyzes data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Other responsibilities include developing task plans and understanding best practice frameworks, and key performance metrics
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Staff II**

**Experience**  Minimum of 2 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing
- Serves as an information technology resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Assists project team in meeting program objectives timely and effectively
- Other responsibilities include assistance with developing task plans and understanding best practice frameworks, and key performance metrics
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

**HSPD-12 IT Operations Jr Staff I**

**Experience**  Minimum of 1 years of information technology or directly relevant industry experience

**Education**  Minimum High School Diploma or equivalent in a related field

**Skills & Expertise:**
- Experience in performing technical and non-technical analyses on project issues and helps to
ensure technical implementations follow quality assurance metrics, information technology operations expertise, has programming experience in one or more languages, and is versed in system testing

- Serves as an information technology resource on engagement team
- Assists with analyzing data and systems architecture, creates designs, and implements information systems solutions
- Other responsibilities include assistance with developing task plans and understanding best practice frameworks, and key performance metrics
- The role is for a specific Identity, Credentials, and Access Management client engagements
- Supports teams providing all components of technology services including, but not limited to, advise, implement, and operate services of people, process, and technology

EXPERIENCE / EDUCATION SUBSTITUTION EQUIVALENCY*

Deloitte Consulting’s labor category descriptions identify the functional responsibilities and education and experience requirements associated with each labor category. These requirements are a reference guide to the types of experience and educational background of typical personnel in each labor category.

Personnel must meet the defined labor category minimum qualifications or substitutions noted below. The labor category qualifications do not set an education or experience ceiling.

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Supporting notes:
- Education/Experience Substitution Equivalency table is applicable to all labor categories.
- Education, experience, and/or other equivalencies may be substituted for each other.
- Each year of experience may be substituted for 1 year of education, and vice versa.
- Successful completion of higher education which has not yet resulted in a degree may be counted as 1 year of experience for each year of college completed.
- Professional Certifications/Licenses, Registered Apprenticeships, and Vocational Training may be substituted for experience or education.
SECTION 11.0 GSA PRICING

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*Substitution of years of experience and/or education is permitted in accordance with the EXPERIENCE / EDUCATION SUBSTITUTION EQUIVALENCY table in Section 10.0 above.
## BUSINESS CONSULTING IMPLEMENTATION & EXECUTION SERVICES

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*Substitution of years of experience and/or education is permitted in accordance with the EXPERIENCE / EDUCATION SUBSTITUTION EQUIVALENCY table in Section 11.0 above.
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# HEALTH IT PROFESSIONAL SERVICES - ADVISORY

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*Substitution of years of experience and/or education is permitted in accordance with the EXPERIENCE / EDUCATION SUBSTITUTION EQUIVALENCY table in Section 10.0 above.
PRICING NOTES

(1) Annual escalation is capped at 3.0%

(2) All prices include .75% IFF

(3) Order Level Materials and Open Market Items will be burdened with Deloitte’s applicable General & Administrative (G&A) Costs.

(4) The Service Contract Labor Standards (SCLS) is applicable to this contract as it applies to the entire MAS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and/or when the contractor adds SCLS labor categories/employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

(5) Deloitte Consulting has opted to allow state and local governments to purchase services for all labor categories under the Disaster Recovery Purchasing Program in order to facilitate recovery from major disaster or facilitate disaster preparation (designated by the (RC) after the SIN Numbers).

(6) The Cooperative Purchasing Program allows state, local, and tribal governments to purchase Information Technology services at any time, for any reason, using any funds available (designated by the (STLOC) after the IT SIN Numbers.)
SECTION 12.0 BLANKET PURCHASE AGREEMENT

Ordering activities may establish BPAs under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPAs and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

• The scope and complexity of the requirement(s);
• The need to periodically compare multiple technical approaches or prices;
• The administrative costs of BPAs; and
• The technical qualifications of the schedule contractor(s).

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (e.g. estimated quantities, work to be performed), delivery locations, and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:

**Single BPA.** If the ordering activity establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.

**Multiple BPAs.** If the ordering activity establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

• Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
• Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

**BPAs for hourly rate services.** If the BPA is for hourly rate services, the ordering activity shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

**Duration of BPAs.** BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA’s period of performance.
**Review of BPAs:**
The ordering activity that established the BPA shall review it at least once a year to determine whether:
- The schedule contract, upon which the BPA was established, is still in effect;
- The BPA still represents the best value (see 8.404(d)); and
- Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.

The ordering activity shall document the results of its review.
SECTION 13.0 USA COMMITMENT TO PROMOTE SMALL BUSINESS PARTICIPATION PROCUREMENT PROGRAMS

Preamble

Deloitte Consulting LLP provides commercial products and services to ordering activities. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

Commitment

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrates our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business who will supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., that will seek to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in ordering activity contracts. To accelerate potential opportunities please contact: Teanna Jones; Phone: 571-858-1727; email: teajones@deloitte.com
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Deloitte Consulting LLP is committed to protecting the information of its clients. In this regard, Deloitte Consulting LLP and its affiliates currently maintain physical, electronic and procedural safeguards that are designed to (1) protect the security and confidentiality of our client’s information in Deloitte Consulting LLP’s possession, (2) protect against anticipated threats or hazards to the security or integrity of such information, and (3) protect against unauthorized access to or use of such information that could result in substantial harm or inconvenience to our clients.