GENERAL SERVICES ADMINISTRATION

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 address GSA Advantage!® is: http://www.GSAAdvantage.gov.

Multiple Award Schedule

Federal Supply Group: Professional Services
Contract Number: 47QRAA18D00GU
Contract Period: September 28, 2018 – September 27, 2023

K.L. SCOTT & ASSOCIATES, LLC.
235 Peachtree Street NE, Suite 400,
Atlanta, GA 30303
Phone: (404) 692-5552
Fax: (404) 692-5552
Website: www.klscottassociates.com

Email: partners@klscottassociates.com

Mr. Tony L. Tolliver
Contract Administrator

Business size: *Small Business

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

*Price List current as of Modification #PS-0014 effective April 20, 2022.

Prices Shown Herein are Net (discount deducted)
CUSTOMER INFORMATION

1a. Table of awarded special item number with appropriate cross-reference to item descriptions and awarded price.

<table>
<thead>
<tr>
<th>SINs</th>
<th>Recovery</th>
<th>SIN Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>541611RC</td>
<td>Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</td>
</tr>
<tr>
<td>611430</td>
<td>611430RC</td>
<td>Professional and Management Development Training</td>
</tr>
<tr>
<td>54151S</td>
<td>54151SRC</td>
<td>Information Technology Professional Services</td>
</tr>
<tr>
<td>541612HC</td>
<td>541612HCRC</td>
<td>Agency Human Capital Strategy, Policy and Operations</td>
</tr>
<tr>
<td>OLM</td>
<td>OLMRC</td>
<td>Order Level Materials</td>
</tr>
</tbody>
</table>

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. N/A

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate “Not applicable” for this item. See Page 4

2. Maximum order: $1,000,000

3. Minimum order: $100

4. Geographic coverage (delivery area): Domestic

5. Point(s) of production (city, county, and State or foreign country): Same as company address

6. Discount from list prices or statement of net price: Government net prices (discounts already deducted).

7. Quantity discounts: none

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” in Customer Information Item 8 per I-FSS-600, GSA records and Contract Summary document.

9. Foreign items (list items by country of origin): N/A
10a. Time of delivery: Specified on the Task Order

10b. Expedited Delivery. Items available for expedited delivery are noted in this price list: Contact Contractor

10c. Overnight and 2-day delivery: Specified on Task Order

10d. Urgent Requirements: Contact Contractor

11. F.O.B. point(s): Destination

12a. Ordering address(es): Same as Contractor

12b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment address(es): Same as company address

14. Warranty provision: Contractor’s standard commercial warranty

15. Export packing charges, if applicable: N/A

16. Terms and conditions of rental, maintenance, and repair (if applicable): N/A

17. Terms and conditions of installation (if applicable): N/A

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A

18b. Terms and conditions for any other services (if applicable): N/A

19. List of service and distribution points (if applicable): N/A

20. List of participating dealers (if applicable): N/A

21. Preventive maintenance (if applicable): N/A

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

22b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g., contractor’s website or other location.) The EIT standards can be found at: N/A

23. Unique Entity Identifier (UEI) Number: ZDMJM1T8SCD3
24. Notification regarding registration in System for Award Management (SAM) database. Contractor registered and active in SAM

The rates shown below includes the Industrial Funding Fee (IFF) of 0.75%

<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611, 54151S</td>
<td>Principal Consultant I</td>
<td>$148.97</td>
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<td>$99.79</td>
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<td>$98.11</td>
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<td>Associate Consultant</td>
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<td>$90.20</td>
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<td>541611, 54151S</td>
<td>Strategic Planning Analyst V</td>
<td>$103.66</td>
<td>$105.73</td>
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<td>Strategic Planning Analyst III</td>
<td>$71.64</td>
<td>$73.07</td>
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<td>Administrative Assistant II</td>
<td>$37.76</td>
<td>$38.52</td>
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<td>Enterprise Architect</td>
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<td>$140.46</td>
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<td>541611, 54151S</td>
<td>Solutions Architect</td>
<td>$119.27</td>
<td>$121.66</td>
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<td>541611, 54151S</td>
<td>Data Analyst IV</td>
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<td>$87.11</td>
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<td>Data Analyst III</td>
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<td>$81.20</td>
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<td>Data Analyst II</td>
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<td>$69.02</td>
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<td>541611, 54151S</td>
<td>Business Analyst V</td>
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<td>$105.15</td>
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<td>Software Engineer II</td>
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<td>541612HC</td>
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<td>Senior Data Analyst</td>
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<td>$121.66</td>
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<td>Senior Business Analyst</td>
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<td>$121.66</td>
</tr>
<tr>
<td>541611, 54151S</td>
<td>Business Analyst</td>
<td>$108.89</td>
<td>$111.07</td>
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<tr>
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<td>Junior Business Analyst</td>
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<td>611430</td>
<td>Project Management</td>
<td>$1,403.36</td>
<td>$1,431.43</td>
</tr>
</tbody>
</table>

**Service Contract Labor Standards:** The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Professional Services Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA 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/SCA eligible labor
categories. If and/or when the contractor adds SCLS/SCA labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS/SCA matrix identifying the GSA labor category titles, the occupational code, SCLS/SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

LABOR CATEGORIES AND DESCRIPTIONS

LABOR CATEGORY: PRINCIPAL CONSULTANT I
Minimum/General Experience: 20 years of experience

Functional Responsibility: A Principal with the firm leads and organizes company resources to accomplish management, organizational, and business objectives. This individual provides strategic guidance on project budgets and contractual obligations. Individual is a subject matter expert in a vocation as part of the management consulting practice.

Minimum Education: BA / BS

LABOR CATEGORY: SENIOR MANAGER
Minimum/General Experience: 20 years of experience

Functional Responsibility: A Senior Manager provides leadership and project management for cross-functional teams such as directors, program managers, information specialists, and architects. The Senior Manager is responsible for the functional communication and coordination of all stakeholders. A Senior Manager is responsible for contractual compliance and project performance. He or she manages relationships with several clients simultaneously and aids project manager as needed.

Minimum Education: MBA / MA / MS

LABOR CATEGORY: MANAGER
Minimum/General Experience: 15 years of experience

Functional Responsibility: A Manager provides overall project oversight, including scheduling, logistics, project planning, resource allocation, budgeting, human and financial resource management, and performance management. Must be able to provide direction to staff, interface with clients and efficiently execute complex problems to ensure project deliverables are completed successfully.

Minimum Education: BA / BS

LABOR CATEGORY: SENIOR CONSULTANT
Minimum/General Experience: 10 years of experience

Functional Responsibility: A senior level consultant provides a high level of expertise in the area of business and technology. Senior consultants have experience in a variety of industries and leverage their diverse backgrounds throughout project planning, analysis, execution, and delivery. Senior consultants take the role of technical and/or business lead on project engagements.
Minimum Education: BA / BS

LABOR CATEGORY: CONSULTANT
Minimum/General Experience: 5 years of experience

Functional Responsibility: A consultant works under senior consultant supervision and supports the project team in analysis, development, and quality assurance. This individual performs a more tactical role on projects.

Minimum Education: BA / BS

LABOR CATEGORY: ASSOCIATE CONSULTANT
Minimum/General Experience: 1 year of experience

Functional Responsibility: An associate consultant is a junior level practitioner working under senior consultant supervision and supports the project team in analysis, development, and quality assurance. This individual performs a more tactical role on projects.

Minimum Education: BA / BS

LABOR CATEGORY: STRATEGIC PLANNING ANALYST V
Minimum/General Experience: 20+ years of experience
Functional Responsibility:
Responsible for developing long-term goals and strategic objectives for an organization. Identifies, analyzes, and monitors issues that affect profitability, growth, and productivity. Recommends financial and non-financial strategic alternatives and develops and maintains operational plans. Requires a bachelor's degree. Typically reports to manager or head of a unit/department. Works on advanced, complex technical projects or business issues requiring state of the art technical or industry knowledge. Works autonomously. Goals are generally communicated in solution or project goal terms. May provide a leadership role for the work group through knowledge in the area of specialization. Typically requires 10+ years of related experience.

Minimum Education: Master's Degree or MBA

LABOR CATEGORY: STRATEGIC PLANNING ANALYST III
Minimum/General Experience: 10+ years of experience
Functional Responsibility:
Responsible for developing long-term goals and strategic objectives for an organization. Identifies, analyzes, and monitors issues that affect profitability, growth, and productivity. May be responsible for external corporate communications with industry analysts and the investment community. May also be responsible for recommending financial and non-financial strategic alternatives and developing and maintaining operational plans. Requires a bachelor's degree. Typically reports to manager. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature. Typically requires 4 to 7 years of related experience.

Minimum Education: Bachelor’s Degree

LABOR CATEGORY: ADMINISTRATIVE ASSISTANT II
Minimum/General Experience: 10+ years of experience
Functional Responsibility:
Provides administrative support in a variety of functions to an individual, team, department or another group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials. Responds to or routes routine inquiries from external or internal sources with own correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May be responsible for creating reports and distributing on a regular schedule. Has advanced word processing, spreadsheet, and graphics software skills. Typically requires a high school diploma.
or its equivalent. Typically reports to a supervisor or manager. Gaining or has attained full proficiency in a specific area of discipline. Works under moderate supervision. Typically requires 10 years of related experience.

Minimum Education: Associate's Degree

LABOR CATEGORY: ENTERPRISE ARCHITECT
Minimum/General Experience: 20+ years of experience
Functional Responsibility:
Responsible for designing and implementing information systems that will adequately support the enterprise infrastructure of the organization. Analyzes system requirements and defines system architecture that will meet business needs, including server infrastructure, capacity planning, storage requirements, and networking protocols. Ensures that architecture project roll-outs meet security standards and be effectively integrated with current applications. May supervise and guide the work of lower-level architects. Works on the largest and most complex infrastructure architecture projects. Requires a bachelor's degree or its equivalent. Typically reports to Manager. Works on advanced, complex technical projects or business issues requiring state of the art technical or industry knowledge. Works autonomously. Goals are generally communicated in solution or project goal terms. May provide a leadership role for the work group through knowledge in the area of specialization. Typically requires 20+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: SOLUTIONS ARCHITECT
Minimum/General Experience: 20+ years of experience
Functional Responsibility:
Responsible for the architectural design, development, and deployment of the enterprise's overall systems. Defines system solutions based on user/client needs, cost, and required integration with existing applications, systems, or platforms. Researches, identifies, selects, and tests technology products required for solution delivery. Establishes, implements, and documents the technology integration or migration strategies. The position requires staying on top of the industry trend and new technologies for the system architecture. Typically requires a bachelor's degree. Typically reports to the top management. Works on advanced, complex technical projects or business issues requiring state of the art technical or industry knowledge. Works autonomously. Goals are generally communicated in solution or project goal terms. May provide a leadership role for the work group through knowledge in the area of specialization. Typically requires 20+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: DATA ANALYST IV
Minimum/General Experience: 10+ years of experience
Functional Responsibility:
Designs, implements, and enforces security policies that protect systems and data from access by unauthorized users. Creates procedures for data access, protection, and backup. Investigates security violations and modifies procedures to prevent future incursions. Reviews changes to information systems to ensure compliance with security standards. May supervise and guide the work of lower-level data security analysts. Typically requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent. May assume a team lead role for the work group. Typically requires 10+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: DATA ANALYST III
Minimum/General Experience: 7+ years of experience
Functional Responsibility:
Performs advanced business analysis using various techniques, e.g. statistical analysis, explanatory and predictive modeling, data mining. Determines best practices and develops actionable insights and recommendations for the current business operations or issues. Works closely with the internal or external client to identify analytical requirements. May handle special analytical projects as needed. May assist in implementing or developing systems to capture business operation information. May oversee the work of less experienced analysts. Requires a bachelor's degree. Typically reports to a manager or head of a unit/department. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature. Typically requires 7 years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: DATA ANALYST II
Minimum/General Experience: 3+ years of experience
Functional Responsibility:
Performs business analysis using various techniques, e.g. statistical analysis, explanatory and predictive modeling, data mining. Determines best practices and develops actionable insights and recommendations for the current business operations. Works directly with the internal or external client to identify analytical requirements. May help to produce ad hoc data and reports. May assist in implementing or developing systems to capture business operation information. May occasionally guide less experienced business data analysts. Requires a bachelor's degree. Typically reports to a supervisor or manager. Gaining exposure to some of the complex tasks within the job function. Occasionally directed in several aspects of the work. Typically requires 3 years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: DATA ANALYST I
Minimum/General Experience: 1 year of experience
Functional Responsibility:
Performs routine business analysis using various techniques, e.g. statistical analysis, explanatory and predictive modeling, data mining. Researches best practices and supports developing the solutions and recommendations for the current business operations. May work with the internal or external client to identify analytical requirements. May provide business data interpretation. May help to produce ad hoc data and reports. May assist in developing or implementing systems to capture business operation information. Requires a bachelor's degree. Typically reports to a supervisor or manager. Works on projects/matters of limited complexity in a support role. Work is closely managed. Typically requires 1 year of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: BUSINESS ANALYST V
Minimum/General Experience: 20+ years of experience
Functional Responsibility:
Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business strategies. Documents system requirements, defines scope and objectives, and creates system specifications that drive system development and implementation. May supervise and guide lower-level business systems analysts. Incumbents function as a liaison between IT and users and have both business and technical expertise. Requires a bachelor's degree. Typically reports to a manager or head of a unit/department. Works on advanced, complex technical projects or business issues requiring state of the art technical or industry knowledge. Works autonomously. Goals are generally communicated in solution or project goal terms. May provide a leadership role for the work group through knowledge in the area of specialization. Typically requires 20+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: BUSINESS SYSTEMS ANALYST IV
Minimum/General Experience: 15+ years of experience
Functional Responsibility:
Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business strategies. Documents system requirements, defines scope and objectives, and creates system specifications that drive system development and implementation. May supervise and guide lower-level business systems analysis staff. Incumbents function as a liaison between IT and users and have both business and technical expertise. Requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent. May assume a team lead role for the work group. Typically requires 15+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: BUSINESS SYSTEMS ANALYST III
Minimum/General Experience: 10+ years of experience
Functional Responsibility:
Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business strategies. Documents system requirements, defines scope and objectives, and creates system specifications that drive system development and implementation. Incumbents function as a liaison between IT and users and have both business and technical expertise. Typically requires a bachelor's degree or its equivalent. Typically reports to a manager. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature. Typically requires 10 years of related experience.
Minimum Education: Bachelor's Degree
LABOR CATEGORY: SOFTWARE ENGINEER III
Minimum/General Experience: 10+ years of experience
Functional Responsibility:
Designs and develops software applications. Performs coding, debugging, testing and troubleshooting throughout the application development process. May direct a few junior level software engineers. Requires a bachelor's degree. Typically reports to a manager. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature. Typically requires 10 years of related experience
Minimum Education: Bachelor's Degree

LABOR CATEGORY: SOFTWARE ENGINEER II
Minimum/General Experience: 5+ years of experience
Functional Responsibility:
Designs and develops software applications. Performs coding, debugging, testing and troubleshooting throughout the application development process. Requires a bachelor's degree. Typically reports to a manager. Gaining exposure to some of the complex tasks within the job function. Occasionally directed in several aspects of the work. Typically requires 5 years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: SOFTWARE ENGINEER I
Minimum/General Experience: 1 year of experience
Functional Responsibility:
Designs and develops software applications. Performs coding, debugging, testing and troubleshooting throughout the application development process. Requires a bachelor's degree. Typically reports to a manager. Works on projects/matters of limited complexity in a support role. Work is closely managed. Typically requires 1 year of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: HUMAN RESOURCE ANALYST V
Minimum/General Experience: 20 years of experience
Functional Responsibility:
Designs and administers human resources policies and procedures. Collects and analyzes HR data related to compensation, benefits, training, recruitment, etc. to determine improvements to be made and report to management. Oversees and establishes procedures for paperwork completion for functional area. Prepares internal employee communications regarding compensation, benefits, or company policies. Requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent. May assume a team lead role for the work group. Typically requires 15+ years of related experience.
Minimum Education: Master of Business Administration

LABOR CATEGORY: HUMAN RESOURCE ANALYST IV
Minimum/General Experience: 15+ years of experience
Functional Responsibility:
Designs and administers human resources policies and procedures. Collects and analyzes HR data related to compensation, benefits, training, recruitment, etc. to determine improvements to be made and report to management. Oversees and establishes procedures for paperwork completion for functional area. Prepares internal employee communications regarding compensation, benefits, or company policies. Requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent. May assume a team lead role for the work group. Typically requires 15+ years of related experience.
Minimum Education: Bachelor's Degree

LABOR CATEGORY: Subject Matter Expert Specialist
Minimum/General Experience: 25 years of experience
Minimum Education: MS / MA

LABOR CATEGORY: PRINCIPAL CONSULTANT IV
Minimum/General Experience: 30 years of experience

Functional Responsibility: A Principal with the firm leads and organizes company resources to accomplish management, organizational, and business objectives. This individual provides strategic guidance on project budgets and contractual obligations. Individual is a subject matter expert in a vocation as part of the management consulting practice.

Minimum Education: PhD

LABOR CATEGORY: PRINCIPAL CONSULTANT III
Minimum/General Experience: 25 years of experience

Functional Responsibility: A Principal with the firm leads and organizes company resources to accomplish management, organizational, and business objectives. This individual provides strategic guidance on project budgets and contractual obligations. Individual is a subject matter expert in a vocation as part of the management consulting practice.

Minimum Education: MBA / MA / MS

LABOR CATEGORY: PRINCIPAL CONSULTANT II
Minimum/General Experience: 20 years of experience

Functional Responsibility: A Principal with the firm leads and organizes company resources to accomplish management, organizational, and business objectives. This individual provides strategic guidance on project budgets and contractual obligations. Individual is a subject matter expert in a vocation as part of the management consulting practice.

Minimum Education: MBA / MA / MS

LABOR CATEGORY: BUSINESS PROCESS CONSULTANT V
Minimum/General Experience: 20 years of experience

Functional Responsibility: project consultant that provides business process improvement strategies to improve the performance of an organization’s operations.

Minimum Education: BA / BS / Lean Six Sigma Blackbelt Certification

LABOR CATEGORY: BUSINESS PROCESS CONSULTANT IV
Minimum/General Experience: 15 years of experience

Functional Responsibility: project consultant that provides business process improvement strategies to improve the performance of an organization’s operations.
Minimum Education: BA / BS / Lean Six Sigma Blackbelt Certification

**LABOR CATEGORY: BUSINESS PROCESS CONSULTANT III**
Minimum/General Experience: 10 years of experience

Functional Responsibility: A project consultant that provides business process improvement strategies to improve the performance of an organization’s operations.

Minimum Education: BA / BS, Lean Six Sigma Greenbelt Certification

**LABOR CATEGORY: Internal Controls Analyst V**
Minimum/General Experience: 20 years of experience

Functional Responsibility: The Internal Controls Analyst V identifies improper accounting or documentation, researches issues and makes recommendations to improve policies or procedures accordingly. Audits the accounting and financial data of various departments within an organization to ensure accuracy and compliance with government guidelines and laws. Works with outside auditors to help reconcile discrepancies or support the external auditing function.

Minimum Education: BA / BS

**LABOR CATEGORY: Internal Controls Analyst IV**
Minimum/General Experience: 15 years of experience

Functional Responsibility: The Internal Controls Analyst IV identifies improper accounting or documentation, researches issues and makes recommendations to improve policies or procedures accordingly. Audits the accounting and financial data of various departments within an organization to ensure accuracy and compliance with government guidelines and laws. Works with outside auditors to help reconcile discrepancies or support the external auditing function.

Minimum Education: BA / BS

**LABOR CATEGORY: Internal Controls Analyst III**
Minimum/General Experience: 10 years of experience

Functional Responsibility: The Internal Controls Analyst III identifies improper accounting or documentation, researches issues and makes recommendations to improve policies or procedures accordingly. Audits the accounting and financial data of various departments within an organization to ensure accuracy and compliance with government guidelines and laws. Works with outside auditors to help reconcile discrepancies or support the external auditing function.

Minimum Education: BA / BS

**LABOR CATEGORY: TECHNICAL WRITER**
Minimum/General Experience: 5 years of experience

Develops, writes, and edits material for reports, manuals, briefs, proposals, instruction books, catalogs,
and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance of machinery and other equipment. Receives assignment from supervisor. Observes production, developmental, and experimental activities to determine operating procedure and detail. Interviews production and engineering personnel and reads journals, reports, and other material to become familiar with product technologies and production methods. Reviews manufacturer's and trade catalogs, drawings and other data relative to operation, maintenance, and service of equipment. Studies blueprints, sketches, drawings, parts lists, specifications, mockups, and product samples to integrate and delineate technology, operating procedure, and production sequence and detail. Organizes material and completes writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology. Reviews published materials and recommends revisions or changes in scope, format, content, and methods of reproduction and binding. May maintain records and files of work and revisions. May select photographs, drawings, sketches, diagrams, and charts to illustrate material. May assist in laying out material for publication. May arrange for typing, duplication and distribution of material. May write speeches, articles, and public or employee relations releases. May edit, standardize, or make changes to material prepared by other writers or plant personnel. May specialize in writing material regarding work methods and procedures.

Minimum Education: BA / BS

LABOR CATEGORY: SENIOR DATA ANALYST
Minimum/General Experience: 10 years of experience

Designs, implements, and enforces security policies that protect systems and data from access by unauthorized users. Creates procedures for data access, protection, and backup. Investigates security violations and modifies procedures to prevent future incursions. Reviews changes to information systems to ensure compliance with security standards. May supervise and guide the work of lower-level data security analysts Typically requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent. May assume a team lead role for the work group.

Minimum Education: BA / BS

LABOR CATEGORY: DATA ANALYST
Minimum/General Experience: 5 years of experience

Designs, implements, and enforces security policies that protect systems and data from access by unauthorized users. Creates procedures for data access, protection, and backup. Investigates security violations and modifies procedures to prevent future incursions. Reviews changes to information systems to ensure compliance with security standards. May supervise and guide the work of lower-level data security analysts Typically requires a bachelor's degree. Typically reports to a manager or head of a unit/department. A specialist on complex technical and business matters. Work is highly independent.

Minimum Education: BA / BS

LABOR CATEGORY: SENIOR BUSINESS ANALYST
Minimum/General Experience: 10 years of experience

Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business
strategies. Documents system requirements, defines scope and objectives, and creates system
specifications that drive system development and implementation. May supervise and guide lower-level
business systems analysts. Incumbents function as a liaison between IT and users and have both business
and technical expertise. Requires a bachelor's degree. Typically reports to a manager or head of a
unit/department. Works on advanced, complex technical projects or business issues requiring state of the
art technical or industry knowledge. Works autonomously. Goals are generally communicated in
solution or project goal terms. May provide a leadership role for the work group through knowledge in
the area of specialization.

Minimum Education: BA / BS

LABOR CATEGORY: BUSINESS ANALYST
Minimum/General Experience: 5 years of experience

Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business
strategies. Documents system requirements, defines scope and objectives, and creates system
specifications that drive system development and implementation. May supervise and guide lower-level
business systems analysts. Incumbents function as a liaison between IT and users and have both business
and technical expertise. Requires a bachelor's degree. Typically reports to a manager or head of a
unit/department. Works on advanced, complex technical projects or business issues requiring state of the
art technical or industry knowledge. Works autonomously. Goals are generally communicated in
solution or project goal terms. May provide a leadership role for the work group through knowledge in
the area of specialization.

Minimum Education: BA / BS

LABOR CATEGORY: JUNIOR BUSINESS ANALYST
Minimum/General Experience: 1 years of experience

Reviews, analyzes, and evaluates user needs to create systems solutions that support overall business
strategies. Documents system requirements, defines scope and objectives, and creates system
specifications that drive system development and implementation. May supervise and guide lower-level
business systems analysts. Incumbents function as a liaison between IT and users and have both business
and technical expertise. Requires a bachelor's degree. Typically reports to a manager or head of a
unit/department. Works on advanced, complex technical projects or business issues requiring state of the
art technical or industry knowledge. Works autonomously. Goals are generally communicated in
solution or project goal terms. May provide a leadership role for the work group through knowledge in
the area of specialization.

Minimum Education: BA / BS

LABOR CATEGORY: PROGRAM MANAGER
Minimum/General Experience: 15 years of experience

Functional Responsibility: The IT Program Management generates timelines, estimates costs, and
ensures projects meet the needs of the client organization. Directs a team responsible for the
development, implementation, and troubleshooting of enterprise hardware, software, and networking systems. Oversees the operations of a team of project managers, business technology consultants, and implementation specialists who interface with the client organization. In addition, Program Management reports to top management. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure.

Minimum Education: BA / BS

LABOR CATEGORY: SENIOR PROJECT MANAGER
Minimum/General Experience: 15 years of experience

Functional Responsibility: The Senior Project Manager has overall responsibility for managing scope, cost, schedule, internal staffing and outside vendors, and contractual deliverable. Manages and oversees all aspects of a technology project to ensure it is completed on-time and within budget. The Senior Project Manager possesses strong knowledge of information technology. Prepares reports for upper management regarding status of project. Typically reports to the Program Manager. The Senior Project Manager is a specialist on complex technical and business matters.

Minimum Education: BA / BS

LABOR CATEGORY: PROJECT MANAGER
Minimum/General Experience: 10 years of experience

Functional Responsibility: Manages and oversees all aspects of a technology project to ensure it is completed on-time and within budget. Has overall responsibility for managing scope, cost, schedule, internal staffing and outside vendors, and contractual deliverable. Prepares reports for upper management regarding status of project. Possesses strong knowledge of technology. Typically reports to a manager. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature.

Minimum Education: BA / BS
Training Course Descriptions:
Course Title: Project Management
Type: Classroom Instructor Led
Course Length: 5 Days
Course Description:
In this course, participants/attendees will apply the generally recognized practices of project management acknowledged by the Project Management Institute (PMI®) to successfully manage projects.
This course is designed for persons who have on the job experience performing project management tasks, whether or not project manager is their formal job role, who are not certified project management professionals, and who might or might not have received formal project management training. The course is appropriate for these persons if they wish to develop professionally, increase their project management skills, apply a formalized and standards-based approach to project management, seek career advancement by moving into a formal Project Manager job role, as well as to apply for Project Management Institute, Inc. (PMI®) Project Management Professional (PMP®) Certification. “Project Management Professional” and “PMP” are registered trademarks of Project Management Institute, Inc.
Course Objectives
Upon successful completion of this course, participants/attendees will be able to:
• Describe professional project management
• Initiate a project.
• plan project work.
• Develop project schedules
• Develop cost estimates, and budgets.
• Plan project quality, staffing, and communications.
• Analyze project risks.
• Plan project procurement.
• Manage project procurement
• Execute project work.
• Monitor and control project work.
• Monitor and control project schedule and costs.
• Monitor and control project quality, staffing, and communications.
• Monitor and control project risks and contracts.
• Close the project.