Online 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 for GSA Advantage!® is: GSAAdvantage.gov.

MULTIPLE AWARD SCHEDULE (MAS)
Contract Number: 47QTCA22D001A Refresh: 0008
Period Covered by Contract: October 28, 2021 – October 27, 2026
Prices Shown Herein are Net (discount deducted)

FSC Group: Information Technology
FSC Class: Information Technology Services

FSC Group: Human Capital
FSC Class: Human Resources

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

mPower, Inc. is a certified Woman-Owned Small Business
11810 Grand Park Avenue, Suite 500
North Bethesda, MD 20852
301.788.2420
www.mpower-inc.com

Contract Administration Source:
Mary Affeldt, CEO
Phone: 301.788.2420
Email: mary.affeldt@mpower-inc.com
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CUSTOMER INFORMATION

Applicable To All Special Item Numbers

Special Notices to Agencies: Small Business Participation
SBA strongly supports the participation of small business concerns in the Federal Acquisition Service. To enhance Small Business Participation SBA policy allows agencies to include in their procurement base and goals, the dollar value of orders expected to be placed against the Federal Supply Schedules, and to report accomplishments against these goals.

For orders exceeding the micro-purchase threshold, FAR 8.404 requires agencies to consider the catalogs/pricelists of at least three schedule contractors or consider reasonably available information by using the GSA Advantage™ on-line shopping service (www.gsaadvantage.gov). The catalogs/pricelists, GSA Advantage™ and the Federal Acquisition Service Home Page (www.gsa.gov/fas) contain information on a broad array of products and services offered by small business concerns.

This information should be used as a tool to assist ordering activities in meeting or exceeding established small business goals. It should also be used as a tool to assist in including small, small disadvantaged, and women-owned small businesses among those considered when selecting pricelists for a best value determination.

For orders exceeding the micro-purchase threshold, customers are to give preference to small business concerns when two or more items at the same delivered price will satisfy their requirement.

1a. Table of Awarded Special Item Numbers (SINs)

<table>
<thead>
<tr>
<th>SIN</th>
<th>SIN Description</th>
<th>Cross-Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>Information Technology (IT) Professional Services</td>
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</tr>
<tr>
<td>54151HEAL</td>
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</tr>
<tr>
<td>54161</td>
<td>Agency Human Capital Evaluation</td>
<td>Page 28</td>
</tr>
<tr>
<td>541611W</td>
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<td>Page 34</td>
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<td>Employee Performance Management</td>
<td>Page 40</td>
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<tr>
<td>541612ER</td>
<td>Employee Relations</td>
<td>Page 45</td>
</tr>
<tr>
<td>541612HC</td>
<td>Agency Human Capital Strategy, Policy and Operations</td>
<td>Page 48</td>
</tr>
<tr>
<td>56131</td>
<td>Talent Acquisition</td>
<td>Page 54</td>
</tr>
<tr>
<td>611430TD</td>
<td>Talent Development</td>
<td>Page 59</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

N/A – mPower provides services as opposed to products under this contract, so model numbers are not applicable.

1c. A description of all corresponding commercial job titles, experience, functional responsibility and education

Refer to pages 15–64 of this Price List.

2. Maximum Order

(All dollar amounts are exclusive of any discount for prompt payment.)
The Maximum Order value for the following Special Item Numbers (SINs) is $500,000:
Special Item Number 54151S – Information Technology Professional Services
Special Item Number 54151HEAL – Health Information Technology Services

The Maximum Order value for the following Special Item Numbers (SINs) is $1,000,000:
Special Item Number 54161 – Agency Human Capital Evaluation
Special Item Number 541611W – Workforce Analytics and Employee Records
Special Item Number 541612EPM – Employee Performance Management
Special Item Number 541612ER – Employee Relations
Special Item Number 541612HC – Agency Human Capital Strategy, Policy and Operations
Special Item Number 56131 – Talent Acquisition
Special Item Number 611430TD – Talent Development

3. Minimum Order
Minimum Order is $100

4. Geographic Scope of Contract
FOB Destination, Domestic Delivery only, with exact time to be specified on individual orders.

5. Point of Production
11810 Grand Park Avenue, Suite 500, North Bethesda, MD 20852

6. Discount from list prices or statement of net price
Prices shown are net.

7. Quantity Discounts
None offered.

8. Prompt Payment terms
1% - 10 days from receipt of invoice or date of acceptance.
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
To be determined by individual order, as negotiated by ordering activity and the contractor (number of calendar days).
10b. Expedited Delivery
Items available for expedited delivery are noted in this price list.

10c. Overnight and 2-day delivery
Contact Contractor for availability.

10d. Urgent Requirements
When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact mPower for the purpose of obtaining accelerated delivery. mPower shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

11. F.O.B. Point(s)
Destination

12a. Ordering Address
mPower, 11810 Grand Park Avenue, Suite 500, North Bethesda, MD 20852

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

13. Payment Address
mPower, 11810 Grand Park Avenue, Suite 500, North Bethesda, MD 20852
Attn: Mary Affeldt (mary.affeldt@mpower-inc.com)

14. Warranty Provision
N/A

15. Export Packing Terms
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)
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
The EIT standards can be found at: www.Section508.gov

23. Unique Entity Identifier (UEI) number
078340421

24. Notification regarding registration in System for Award Management (SAM) database
Contractor is registered in System of Award Management
TERMS AND CONDITIONS APPLICABLE TO INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES (SPECIAL ITEM NUMBER 54141S)

1. SCOPE
a. The prices, terms and conditions stated under Special Item Number 54141S Information Technology Professional Services apply exclusively to IT Professional Services within the scope of this Information Technology Schedule.

b. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. PERFORMANCE INCENTIVES I-FSS-60 Performance Incentives (April 2000)

a. Performance incentives may be agreed upon between the Contractor and the ordering activity on individual fixed price orders or Blanket Purchase Agreements under this contract.

b. The ordering activity must establish a maximum performance incentive price for these services and/or total solutions on individual orders or Blanket Purchase Agreements.

c. Incentives should be designed to relate results achieved by the contractor to specified targets. To the maximum extent practicable, ordering activities shall consider establishing incentives where performance is critical to the ordering activity’s mission and incentives are likely to motivate the contractor. Incentives shall be based on objectively measurable tasks.

3. ORDER

a. Agencies may use written orders, EDI orders, blanket purchase agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.

b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

4. PERFORMANCE OF SERVICES

a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity.

b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.

c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.

d. Any Contractor travel required in the performance of IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is
performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts.

5. STOP-WORK ORDER (FAR 52.242-15) (AUG 1989)

(a) The Contracting Officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 days after a stop-work is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the Contracting Officer shall either-

(1) Cancel the stop-work order; or
(2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.

(b) If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if-

(1) The stop-work order results in an increase in the time required for, or in the Contractor's cost properly allocable to, the performance of any part of this contract; and
(2) The Contractor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon the claim submitted at any time before final payment under this contract.

(c) If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.

(d) If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.

6. INSPECTION OF SERVICES


7. RESPONSIBILITIES OF CONTRACTOR

The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Dec 2007) Rights in Data – General, may apply.
8. RESPONSIBILITIES OF THE ORDERING ACTIVITY

Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite IT Professional Services.

9. INDEPENDENT CONTRACTOR

All IT Professional Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

10. ORGANIZATIONAL CONFLICT OF INTEREST

a. Definitions.

“Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.

“Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.

An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.

b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

11. INVOICES

The Contractor, upon completion of the work ordered, shall submit invoices for IT Professional Services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

12. PAYMENTS

For firm-fixed price orders the ordering activity shall pay the Contractor, upon submission of proper invoices or vouchers, the prices stipulated in this contract for service rendered and accepted. Progress payments shall be made only when authorized by the order. For Time-and-Materials orders, the Payments under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (MAR 2009) (ALTERNATE I – OCT 2008) (DEVIAITION I – FEB 2007) applies to Time-and-Materials orders placed under this contract. For labor-hour orders, the Payment under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (MAR 2009) (ALTERNATE I – OCT 2008) (DEVIAITION I – FEB 2007) applies to labor-hour orders placed under this contract. 52.216-31(Feb 2007) Time-and-Materials/Labor-Hour Proposal
Requirements—Commercial Item Acquisition  As prescribed in 16.601(e)(3), insert the following provision:

(a) The Government contemplates award of a Time-and-Materials or Labor-Hour type of contract resulting from this solicitation.

(b) The offeror must specify fixed hourly rates in its offer that include wages, overhead, general and administrative expenses, and profit. The offeror must specify whether the fixed hourly rate for each labor category applies to labor performed by—

(1) The offeror;

(2) Subcontractors; and/or

(3) Divisions, subsidiaries, or affiliates of the offeror under a common control.

13. RESUMES

Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

14. INCIDENTAL SUPPORT COSTS

Incidental support costs are available outside the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

15. APPROVAL OF SUBCONTRACTS

The ordering activity may require that the Contractor receive, from the ordering activity’s Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

16. DESCRIPTION OF IT PROFESSIONAL SERVICES AND PRICING

a. The Contractor shall provide a description of each type of IT Service offered under Special Item Numbers 54151S IT Professional Services and 54151HEAL Health IT should be presented in the same manner as the Contractor sells to its commercial and other ordering activity customers. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles (labor categories) for those individuals who will perform the service should be provided.

b. Pricing for all IT Professional Services shall be in accordance with the Contractor’s customary commercial practices; e.g., hourly rates, monthly rates, term rates, and/or fixed prices, minimum general experience and minimum education.
TERMS AND CONDITIONS APPLICABLE TO HEALTH INFORMATION TECHNOLOGY (IT) SERVICES
(SPECIAL ITEM NUMBER 54141HEAL)

Vendor suitability for offering services through the new Health IT SIN must be in accordance with the following laws and standards when applicable to the specific task orders, including but not limited to:

• Health Information Technology for Economic and Clinical Health Act of 2009 (HITECH)
• The Health Insurance Portability and Accountability Act of 1996 (HIPAA)
• National Institute of Standards and Technology (NIST) Federal Information Processing Standards (FIPS) and Special Publications
• Federal Information Security Management Act (FISMA) of 2002

***NOTE: All non-professional labor categories must be incidental to, and used solely to support Health IT services, and cannot be purchased separately.

***NOTE: All labor categories under the Special Item Number 54151S Information Technology Professional Services may remain under SIN 54151S unless the labor categories are specific to the Health IT SIN.

1. SCOPE
   a. The labor categories, prices, terms and conditions stated under Special Item Number 54151HEAL Health Information Technology Services apply exclusively to Health IT Services within the scope of this Information Technology Schedule.
   b. This SIN is limited to Health IT Services only. Software and hardware products are out of scope. Hardware and software can be acquired through different Special Item Numbers on IT Schedule 70 (e.g. 132-32, 132-33, 132-8).
   c. This SIN provides ordering activities with access to Health IT services.
   d. Health IT Services provided under this SIN shall comply with all Healthcare certifications and industry standards as applicable at the task order level.
   e. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. ORDER
   a. Agencies may use written orders, Electronic Data Interchange (EDI) orders, Blanket Purchase Agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.
   b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

3. PERFORMANCE OF SERVICES
   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity. All Contracts will be fully funded.
b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.

c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.

d. Any Contractor travel required in the performance of Health IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts. All travel will be agreed upon with the client prior to the Contractor’s travel.

4. INSPECTION OF SERVICES


5. RESPONSIBILITIES OF THE CONTRACTOR

The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Dec 2007) Rights in Data – General, may apply.

6. RESPONSIBILITIES OF THE ORDERING ACTIVITY

Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite Health IT Services.

7. INDEPENDENT CONTRACTOR

All Health IT Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

8. ORGANIZATIONAL CONFLICTS OF INTEREST

a. Definitions. “Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.

“Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor. An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.

b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.
9. INVOICES
The Contractor, upon completion of the work ordered, shall submit invoices for Health IT Professional Services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

10. RESUMES
Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

11. INCIDENTAL SUPPORT COSTS
Incidental support costs are not considered part of the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

12. APPROVAL OF SUBCONTRACTS
The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

13. DESCRIPTION OF HEALTH IT SERVICES AND PRICING
a. The Contractor shall provide a description of each type of Health IT Service offered under Special Item Numbers 54151HEAL Health IT Services and it should be presented in the same manner as the Contractor sells to its commercial and other ordering activity customers. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles (labor categories) for those individuals who will perform the service should be provided. Critical Information Specific to Schedule # 70– Information Technology, Software & Services Solicitation FCIS-JB-980001B (Refresh # 38) Page 69 of 73

b. Pricing for all Health IT Services shall be in accordance with the Contractor’s customary commercial practices; e.g., hourly rates, monthly rates, term rates, and/or fixed prices, minimum general experience and minimum education. The following is an example of the manner in which the description of a commercial job title should be presented:

EXAMPLE: Commercial Job Title: Health IT Subject Matter Expert
Minimum Experience: Ten (10) years.

Functional Responsibilities: Significant information technology consulting and clinical information system strategy and implementation experience. Experienced in client engagements representing a wide array of activities, related to professional information technology projects, in a healthcare/clinical environment, including strategic planning related to information technology systems and/or software, governance, process design/ redesign, clinical content development, and communications and training strategies for information technology solutions.

Minimum Education: Medical Doctor or Doctor of Osteopathic Medicine.
PRICING

mPower is offering one set of rates that applies whether work is performed at the Customer’s Facility or Contractor’s Facility. Rates are fully burdened and include an IFF of 0.75%.

Material and other Direct Costs: All materials and other direct costs will be billed at ACTUAL direct cost incurred plus a material handling fee. (or, if FFP, as negotiated per task).
SCA APPLICABILITY STATEMENT

The Service Contract Labor Standards (SCLS) is applicable to this contract as it applies to the entire Multiple Award 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 CRF 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.
## 54151S IT PROFESSIONAL SERVICES LABOR CATEGORY RATES

<table>
<thead>
<tr>
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</table>
ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE

*The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.

**Education in Excess of Requirements In Substitution for Required Experience**

<table>
<thead>
<tr>
<th>Required Education</th>
<th>Actual Education</th>
<th>Additional Years of Experience</th>
</tr>
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<tbody>
<tr>
<td>Master’s Degree (MS)</td>
<td>Doctoral Degree</td>
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<td>Associate’s/Tech. Institute Degree (AS)</td>
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<tr>
<td>High School Diploma/GED (HS)</td>
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**Experience in Excess of Requirements in Substitution for Required Education**

<table>
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<tr>
<th>Required Education</th>
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<tbody>
<tr>
<td>Doctoral Degree (D)</td>
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<tr>
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<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>High School Diploma/GED</td>
<td>2</td>
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</tbody>
</table>

**ANALYST I**

Minimum Years of Experience: 2

**Functional Responsibility:** Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed operational decisions. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies information technology inadequacies and/or deficiencies that affect the functional area’s ability to support/meet organizational goals. Supports the development of functional area strategies.

**Minimum Education:** Associates
APPLICATIONS PROGRAMMER III

Minimum Years of Experience: 8

Functional Responsibility: Evaluates and modifies moderately complex applications programs working from detailed specifications. Codes, tests, debugs, documents, and maintains applications. Works on most phases of applications programming activities.

Minimum Education: Bachelors

DIRECTOR

Minimum Years of Experience: 11

Functional Responsibility: Demonstrates high-level IT technical and business expertise. Communicates program strategy, direction, status, and project issues with senior management and leadership. Analyzes the IT technical needs of different departments and determines ways to meet business objectives by modifying existing or developing new information processing systems. Establishes, plans, and administers the overall policies and goals. Manages the research and selection of resources, which may include financial and human resources, IT equipment, applications, and supplies. Confers with project personnel to provide technical advice and to resolve issues. Creates functional strategies and specific objectives and develops budgets/policies/procedures to support the functional infrastructure.

Minimum Education: Bachelors

HELP DESK SPECIALIST LEVEL 4

Minimum Years of Experience: 2

Functional Responsibility: Provides help desk support to end users by identifying, troubleshooting, and resolving routine technical issues of moderate complexity. Provides support to end users for computer, operating system, application, system, device, access, and hardware issues for all types of computer systems. Documents, tracks, and monitors the technical issue using applicable systems and tools. Responds to telephone, email, and online requests for technical support. May configure and image hardware devices. Serves as a point of escalation to less experienced help desk staff. Will assist with training less experienced help desk staff.

Minimum Education: Associates

HELP DESK SPECIALIST LEVEL 5

Minimum Years of Experience: 8

Functional Responsibility: Identifies, researches, and resolves the most complex technical problems. Provides support to end users for computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, coordinates with other teams or specialists to resolve an issue. May be responsible for the resolution of escalated issues of higher difficulty. May train, coach or assist less experienced team members.

Minimum Education: Associates
**IS AND CYBER SECURITY ANALYST II**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Creates procedures for data access, protection, and backup. Designs, implements, and enforces security policies that protect systems and data from access by unauthorized users. Reviews changes to information systems to ensure compliance with security standards. Investigates security violations and modifies procedures to prevent future incursions. May contribute to moderately complex aspects of a project.

**Minimum Education:** Bachelors

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**NETWORK ADMINISTRATOR III**

**Minimum Years of Experience:** 6


**Minimum Education:** Bachelors

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**PROGRAM ANALYST I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Assists in providing analytical services required to administer programs throughout all phases of business or information technology system requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material, organizational performance, and implementation in an information technology environment.

**Minimum Education:** Bachelors

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**SERVER ADMINISTRATOR II**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Monitors server performance and mail routing. Administers and maintains the organization's email system(s). Provides first-level telephone support and troubleshoots issues. Creates user accounts and maintains security levels on databases. In addition, monitors existing messaging infrastructure and server usage, ensuring proper working order. Provides recommendations and plans for improvements to email network. May document internal policies or develop training for end-users.

**Minimum Education:** Bachelors
SUBJECT MATTER EXPERT III
Minimum Years of Experience: 5
Functional Responsibility: Expert in single or multiple technical disciplines. Provides expert knowledge and insight in specific areas of technology. Works with organization to establish and maintain information technology initiatives according to industry best practices. Plans and performs research, design assessment, development, integration, and other assignments in a specific technical area where subject matter expertise is required. May supervise broad team of analysts and/or SMEs. Responsible for moderately complex project and/or program areas. May perform other duties, as assigned.
Minimum Education: Bachelors

SUBJECT MATTER EXPERT IV
Minimum Years of Experience: 6
Functional Responsibility: Expert in single or multiple technical disciplines. Provides expert knowledge and insight in specific areas of technology. Works with organization to establish and maintain information technology initiatives according to industry best practices. Plans and performs research, design assessment, development, integration, and other assignments in a specific technical area where subject matter expertise is required. May supervise broad team of analysts and/or SMEs. Responsible for complex project and/or program areas. May perform other duties, as assigned.
Minimum Education: Bachelors

SUBJECT MATTER EXPERT V
Minimum Years of Experience: 10
Functional Responsibility: Expert in single or multiple technical disciplines. Provides expert knowledge and insight in specific areas of technology. Works with organization to establish and maintain information technology initiatives according to industry best practices. Plans and performs research, design assessment, development, integration, and other assignments in a specific technical area where subject matter expertise is required. May supervise broad team of analysts and/or SMEs. Responsible for highly complex project and/or program areas. May perform other duties, as assigned.
Minimum Education: Bachelors

SYSTEMS ADMINISTRATOR I
Minimum Years of Experience: 3
Functional Responsibility: Assists with the daily activities of configuration and operation of systems which may be mainframe, mini, or client/server based. Assists with the optimizing of system operation and resource utilization and performs system capacity analysis and planning. Provides assistance to users in accessing and using business systems.
Minimum Education: Bachelors

SYSTEMS ADMINISTRATOR II
Minimum Years of Experience: 5
Functional Responsibility: Performs the daily activities of configuration and operation of systems which may be mainframe, mini, or client/server based. Performs the optimizing of system operation and
resource utilization and performs system capacity analysis and planning. Provides assistance to users in accessing and using business systems.

**Minimum Education:** Bachelors

---

### SYSTEMS ADMINISTRATOR III

**Minimum Years of Experience:** 6

**Functional Responsibility:** Maintains and supports the integrity of the operating system environment and various computer systems. Administers, installs and troubleshoots a variety of operating systems. Performs systems maintenance tasks, such as systems back-up recovery, and file maintenance. Schedules installs, and tests system software upgrades. Configures software and resolves technical problems. Monitors and maintains software licensing and maintenance agreements.

**Minimum Education:** Bachelors

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### TECHNICAL CONSULTANT

**Minimum Years of Experience:** 5

**Functional Responsibility:** Resolves highly complex technical issues and conducts advanced research. Provides expert consultation in one or more areas for the design, development, and implementation of technical products and systems. Has extensive engineering knowledge and is considered an expert in one or more engineering specialties. Recommends alterations to development and design to improve quality of products and/or procedures. Works on advanced and 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 fill a leadership role for the work group through knowledge in the area of specialization.

**Minimum Education:** Bachelors

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### WEB APPLICATIONS DEVELOPER IV

**Minimum Years of Experience:** 10

**Functional Responsibility:** Troubleshoots and solves software issues. Responsible for designing, developing, testing, implementing, and maintaining web-based application systems, such as user interface, e-commerce applications, or site animation. Analyzes and integrates new web products and/or technologies with existing web applications to improve the web design and application functionality. Researches technical problems and suggests improvements for web applications. In addition, knowledge about one or multiple commonly used web developing languages (e.g., HTML, Java, PHP, JSP, ASP.NET, Python, AJAX) is necessary.

**Minimum Education:** Bachelors
# 54151HEAL HEALTH INFORMATION TECHNOLOGY (IT) LABOR CATEGORY RATES

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Government and Contractor Site Rates</th>
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<tbody>
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<td></td>
<td>Base Period</td>
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<td>Health IT Subject Matter Expert III</td>
<td>$166.18</td>
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<td>Health IT Subject Matter Expert IV</td>
<td>$181.29</td>
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<td>Health IT Subject Matter Expert V</td>
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<td>Health IT Systems Administrator III</td>
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<td>$112.44</td>
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ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE

*The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.*

### Education in Excess of Requirements In Substitution for Required Experience

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<tr>
<th>Required Education</th>
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<th>Additional Years of Experience</th>
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<td>Master's Degree (MS)</td>
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<td>High School Diploma/GED (HS)</td>
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### Experience in Excess of Requirements in Substitution for Required Education

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<tr>
<td>Associate's/Tech. Institute Degree (AS)</td>
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### HEALTH IT ANALYST I

**Minimum Years of Experience:** 2

**Functional Responsibility:** Assists in applying common best practices for the health-related agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed operational decisions. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies information technology inadequacies and/or deficiencies that affect the functional area’s ability to support/meet organizational goals. Supports the development of functional area strategies.

**Minimum Education:** Associates
HEALTH IT CLINICAL APPLICATIONS PROGRAMMER III
Minimum Years of Experience: 8
Functional Responsibility: Evaluates and modifies moderately complex health IT and or clinical applications programs working from detailed specifications. Codes, tests, debugs, documents, and maintains applications. Works on most phases of applications programming activities.
Minimum Education: Bachelors

HEALTH IT FACILITATOR II
Minimum Years of Experience: 4
Functional Responsibility: Conducts needs analysis and resource allocation studies to determine most effective use of resources. Enables health-related organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing information system specifications and functionality. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Typically reports to top management. Ensures that project/department milestones/goals are met and adhere to approved budgets. Possesses extensive knowledge of the function and department processes.
Minimum Education: Bachelors

HEALTH IT HELP DESK SPECIALIST LEVEL 1
Minimum Years of Experience: 1
Functional Responsibility: Identifies, researches, and resolves routine technical problems, and health IT data or systems in support of systems of low complexity. Provides support to end users for basic computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, may coordinate with other teams or departments to resolve user problems. May perform password re-sets for users.
Minimum Education: High School

HEALTH IT HELP DESK SPECIALIST LEVEL 2
Minimum Years of Experience: 2
Functional Responsibility: Identifies, researches, and resolves routine technical problems, and health IT data or systems of low complexity. Provides support to end users for basic computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, may coordinate with other teams or departments to resolve user problems. May perform password re-sets for users.
Minimum Education: High School
HEALTH IT HELP DESK SPECIALIST LEVEL 3
Minimum Years of Experience: 1
Functional Responsibility: Identifies, researches, and resolves technical problems, and health IT data or systems of moderate complexity. Provides support to end users for computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, may coordinate with other teams or departments to resolve user problems.
Minimum Education: Associates

HEALTH IT HELP DESK SPECIALIST LEVEL 4
Minimum Years of Experience: 2
Functional Responsibility: Identifies, researches, and resolves technical problems, and health IT data or systems of moderate complexity. Provides support to end users for computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, may coordinate with other teams or departments to resolve user problems.
Minimum Education: Associates

HEALTH IT HELP DESK SPECIALIST LEVEL 5
Minimum Years of Experience: 8
Functional Responsibility: Identifies, researches, and resolves the most complex technical problems and health IT data or systems. Provides support to end users for computer, application, system, device, access, and hardware issues. Documents, tracks, and monitors the problem using applicable systems and tools. Responds to telephone, email, and online requests for technical support. In addition, coordinates with other teams or specialists to resolve an issue. May be responsible for the resolution of escalated issues of higher difficulty. May train, coach or assist less experienced team members.
Minimum Education: Associates

HEALTH IT/IS AND CYBER SECURITY ANALYST II
Minimum Years of Experience: 2
Functional Responsibility: Creates procedures for data access, protection, and backup. Designs, implements, and enforces security policies that protect health IT systems and data from access by unauthorized users. Reviews changes to information systems to ensure compliance with security standards. Investigates security violations and modifies procedures to prevent future incursions. May contribute to moderately complex aspects of a project.
Minimum Education: Bachelors
**HEALTH IT NETWORK ADMINISTRATOR III**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Responsible for daily administration of a network/server environment. Installs, configures, and maintains system software supporting health IT data or systems. Monitors network performance, troubleshoots issues, and deploys solutions. Plans and implements upgrades, patches, and installation of new applications and equipment. Creates and maintains a disaster recovery, security and backup and restore plan. May assist with evaluating new technologies to optimize network efficiency and performance.

**Minimum Education:** Bachelors

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**HEALTH IT PROGRAM ANALYST I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Assists in providing analytical consultative services required to administer health-related programs throughout all phases of business or system requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

**Minimum Education:** Bachelors

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**HEALTH IT SERVER ADMINISTRATOR II**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Monitors server performance and mail routing. Administers and maintains the organization's email system(s) supporting a health IT organization. Provides first-level telephone support and troubleshoots issues. Creates user accounts and maintains security levels on databases. In addition, monitors existing messaging infrastructure and server usage, ensuring proper working order. Provides recommendations and plans for improvements to e-mail network. May document internal policies or develop training for end-users.

**Minimum Education:** Bachelors

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**HEALTH IT SUBJECT MATTER EXPERT III**

**Minimum Years of Experience:** 5

**Functional Responsibility:** Plans and performs research, design assessment, development, integration, and other assignments in a specific health IT technical area. May supervise broad team of analysts and/or SMEs. Responsible for moderately complex project and/or program areas. May perform other duties, as assigned.

**Minimum Education:** Bachelors
HEALTH IT SUBJECT MATTER EXPERT IV
Minimum Years of Experience: 6
Functional Responsibility: Plans and performs research, design assessment, development, integration, and other assignments in a specific health IT technical area. May supervise broad team of analysts and/or SMEs. Responsible for complex project and/or program areas. May perform other duties, as assigned.
Minimum Education: Bachelors

HEALTH IT SUBJECT MATTER EXPERT V
Minimum Years of Experience: 10
Functional Responsibility: Designs and leads research, design assessment, development, integration, and other assignments in a specific health IT technical area. May direct and lead broad team of analysts and/or SMEs. Responsible for highly complex project and/or program areas. May perform other duties, as assigned.
Minimum Education: Bachelors

HEALTH IT SYSTEMS ADMINISTRATOR III
Minimum Years of Experience: 6
Functional Responsibility: Maintains and supports the integrity of the operating system environment and various computer systems in a health IT environment. Administers, installs and troubleshoots a variety of Operating systems. Performs systems maintenance tasks, such as systems back-up recovery, and file maintenance. Schedules installs, and tests system software upgrades. Configures software and resolves technical problems. Monitors and maintains software licensing and maintenance agreements.
Minimum Education: Bachelors

HEALTH IT SYSTEMS ENGINEER I
Minimum Years of Experience: 1
Minimum Education: Associates

HEALTH IT WEB APPLICATIONS DEVELOPER IV
Minimum Years of Experience: 10
Functional Responsibility: Troubleshoots and solves software issues for and health IT web applications or web systems. Responsible for designing, developing, testing, implementing, and maintaining web-based application systems, such as user interface, e-commerce applications, or site animation. Analyzes and integrates new web products and/or technologies with existing web applications to improve the web design and application functionality. Researches technical problems and suggests improvements for web applications. In addition, knowledge about one or multiple commonly used web developing languages (e.g., HTML, Java, PHP, JSP, ASP.NET, Python, AJAX) is necessary.
Minimum Education: Bachelors
## 54161 AGENCY HUMAN CAPITAL EVALUATION LABOR CATEGORY RATES

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Base Period</th>
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<tr>
<td>HC Evaluation Executive Coach, Senior</td>
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<td>HC Evaluation Executive Consultant, Senior</td>
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<tr>
<td>HC Evaluation Executive Liaison</td>
<td>$153.98</td>
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<tr>
<td>HC Evaluation Facilitator I</td>
<td>$120.53</td>
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<tr>
<td>HC Evaluation Facilitator II</td>
<td>$141.00</td>
</tr>
<tr>
<td>HC Evaluation Program Analyst I</td>
<td>$110.17</td>
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<tr>
<td>HC Evaluation Program Analyst II</td>
<td>$120.53</td>
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<tr>
<td>HC Evaluation Project Manager</td>
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<td>HC Evaluation Subject Matter Expert III</td>
<td>$166.18</td>
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<tr>
<td>HC Evaluation Subject Matter Expert IV</td>
<td>$181.29</td>
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### Experience in Excess of Requirements in Substitution for Required Education

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<th>Required Education</th>
<th>Actual Education</th>
<th>Additional Years of Experience Needed</th>
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<td>Doctoral Degree (D)</td>
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<td>Master's Degree (MS)</td>
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<td>Bachelor's Degree (BS)</td>
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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>High School Diploma/GED</td>
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### HC EVALUATION ANALYST I

**Minimum Years of Experience:** 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to human capital functional areas. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed Human Capital Management decisions pertaining to human capital evaluations. Typical areas addressed include Human Capital Management Systems, Resources, Finance, Supply, and Operations. Identifies gaps, inadequacies and/or deficiencies that affect the functional area’s ability to support/meet organizational goals.

**Minimum Education:** Associates
HC EVALUATION EXECUTIVE COACH, SENIOR
Minimum Years of Experience: 8

Functional Responsibility: Provides expertise in support of program and project operations by conducting individual leadership and executive coaching. Meets with clients, clarifying their specific objectives and developing a human capital evaluation strategy. Conducts coaching in person or via conference calls, email support, etc. Maintains senior-level responsibility for understanding, planning, and presenting business consulting solutions to identify and implement improvements. Conducts ongoing evaluations and uses assessment results achieved across human capital management systems and activities to develop and articulate goals in meeting the client’s human capital business objectives while maintaining business and mission objectives.

Minimum Education: Masters

HC EVALUATION EXECUTIVE CONSULTANT, SENIOR
Minimum Years of Experience: 7

Functional Responsibility: Uses evaluation and assessment results achieved across Human Capital Management systems and activities to provide strategic advisory services and consultations and to address complex management and organizational problems across a wide variety of client environments and settings. Generates innovative approaches to address business problems. Ensures that appropriate structure is in place to support innovation and lasting change. Deploys primary management and organizational tools and techniques, such as organizational assessment, strategic planning, and leadership development to address organizational challenges and maximize productivity. Able to conceptualize and direct consulting engagements and to represent company to C-suite client personnel and decision-makers. Able to direct Senior Consultants in all aspects of project execution and client management.

Minimum Education: Masters

HC EVALUATION EXECUTIVE LIAISON
Minimum Years of Experience: 6

Functional Responsibility: Liaises between two or more organizations to communicate and coordinate their human capital management systems and activities by serving as an official go-between for senior officials of organizations involved. Communicates human capital information and industry best practices to decision makers. Leads and/or participates on committees or project teams to support human capital evaluation objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders.

Minimum Education: Bachelors

HC EVALUATION FACILITATOR I
Minimum Years of Experience: 3

Functional Responsibility: Provides facilitation and related decision support and learning services to clients engaging in human capital evaluations. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies and assesses results achieved across human capital management systems to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to
management based on research and evaluations. Translates organizational needs into functional requirements. With guidance, provides facilitation to elicit, analyze, and document business requirements for project proposals.

**Minimum Education:** Bachelors

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**HC EVALUATION FACILITATOR II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in human capital evaluations. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies and assesses results achieved across human capital management systems to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research and evaluations. Translates organizational needs into functional requirements. Provides facilitation to elicit, analyze, and document business requirements for project proposals. Possess extensive knowledge of the function and department processes.

**Minimum Education:** Bachelors

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**HC EVALUATION PROGRAM ANALYST I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Assists in providing analytical services required to administer human capital evaluation programs throughout all phases of business requirements, organizational performance and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

**Minimum Education:** Bachelors

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**HC EVALUATION PROGRAM ANALYST II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides analytical services required to administer human capital evaluation programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.

**Minimum Education:** Bachelors
HC EVALUATION PROJECT MANAGER
Minimum Years of Experience: 2
Functional Responsibility: Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of human capital evaluation programs. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.
Minimum Education: Bachelors

HC EVALUATION SUBJECT MATTER EXPERT III
Minimum Years of Experience: 5
Functional Responsibility: Works with organizations to develop human capital evaluation strategies. Provides expert knowledge, evaluation and analysis of highly specialized human capital management systems and activities and operational environments, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Assists with change management activities.
Minimum Education: Bachelors

HC EVALUATION SUBJECT MATTER EXPERT IV
Minimum Years of Experience: 6
Functional Responsibility: Works with organizations to develop human capital evaluation strategies. Provides expert knowledge, thought leadership, evaluation and analysis of highly specialized human capital management systems and activities and operational environments, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Supports change management activities.
Minimum Education: Bachelors
HC EVALUATION SUBJECT MATTER EXPERT V

Minimum Years of Experience: 10

Functional Responsibility: Works with organizations to develop human capital evaluation strategies. Provides expert knowledge, thought leadership, evaluation and analysis of highly specialized human capital management systems and activities and operational environments, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Leads change management activities.

Minimum Education: Bachelors
## 541611W WORKFORCE ANALYTICS AND EMPLOYEE RECORDS LABOR CATEGORY RATES

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Government and Contractor Site Rates</th>
<th>Base Period</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$75.83</td>
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<tr>
<td>Workforce Analytics Director</td>
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<td>Workforce Analytics Facilitator II</td>
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<td>Workforce Analytics Project Manager</td>
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<td>$157.68</td>
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<tr>
<td>Workforce Analytics Subject Matter Expert III</td>
<td>$166.18</td>
<td>$170.16</td>
</tr>
<tr>
<td>Workforce Analytics Subject Matter Expert IV</td>
<td>$181.29</td>
<td>$185.64</td>
</tr>
<tr>
<td>Workforce Analytics Subject Matter Expert V</td>
<td>$221.57</td>
<td>$226.89</td>
</tr>
<tr>
<td>Workforce Analytics Technical Consultant</td>
<td>$184.64</td>
<td>$189.08</td>
</tr>
</tbody>
</table>
ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE

* The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.

### Education in Excess of Requirements In Substitution for Required Experience

<table>
<thead>
<tr>
<th>Required Education</th>
<th>Actual Education</th>
<th>Additional Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's Degree (MS)</td>
<td>Doctoral Degree</td>
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</tr>
<tr>
<td>Bachelor's Degree (BS)</td>
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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>Bachelor's Degree</td>
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</tr>
<tr>
<td>High School Diploma/GED (HS)</td>
<td>Associate’s/Tech. Institute Degree</td>
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</table>

### Experience in Excess of Requirements in Substitution for Required Education

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<tr>
<th>Required Education</th>
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<th>Additional Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral Degree (D)</td>
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</tr>
<tr>
<td>Master's Degree (MS)</td>
<td>Bachelor's Degree</td>
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</tr>
<tr>
<td>Bachelor's Degree (BS)</td>
<td>Associate’s/Tech. Institute Degree</td>
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</tr>
<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>High School Diploma/GED</td>
<td>2</td>
</tr>
</tbody>
</table>

**Workforce Analytics Analyst I**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to workforce analytics and reporting. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed human capital management decisions pertaining to workforce and performance analytics and reporting, etc. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations.
Identifies gaps, inadequacies and/or deficiencies that affect the functional area’s ability to support/meet organizational goals. Supports the development of workforce analytics and performance functional area strategies.

**Minimum Education:** Associates

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### WORKFORCE ANALYTICS DIRECTOR

**Minimum Years of Experience:** 11

**Functional Responsibility:** Directs the strategic and operational integration of workforce analytics and related functions. Directs workforce performance and evaluation projects and the implementation of HR metrics to measure the HR performance against business priorities. Analyzes the needs of different departments and determines ways to meet business objectives. Establishes, plans, and administers the overall policies and goals. Manages the research and selection of resources, which may include human resources, IT equipment, applications, and supplies. Creates functional strategies and specific objectives and develops budgets/policies/procedures to support the functional infrastructure.

**Minimum Education:** Bachelors

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### WORKFORCE ANALYTICS EXECUTIVE LIAISON

**Minimum Years of Experience:** 6

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their workforce and performance analytics and reporting activities by serving as an official go-between for senior officials of organizations involved. Communicates complex workforce information, performance data and industry best practices to decision makers. Leads and/or participates on committees or project teams to support workforce analytics and performance metrics objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders.

**Minimum Education:** Bachelors

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### WORKFORCE ANALYTICS EXECUTIVE LIAISON SENIOR

**Minimum Years of Experience:** 9

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their complex workforce and performance analytics and reporting activities by serving as an official go-between for senior officials of organizations involved. Communicates complex workforce information, performance data and industry best practices to decision makers. Leads and/or participates on committees or project teams to support workforce analytics and performance metrics objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders.

**Minimum Education:** Masters

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### WORKFORCE ANALYTICS FACILITATOR I

**Minimum Years of Experience:** 3

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in workforce analysis and performance reporting. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies and assesses results achieved across human capital management systems to determine most effective use of resources. Utilizes workforce analytics and reporting to
enable organization to achieve greater flexibility and attain competitive advantages. Makes recommendations to management based on research. Assists group members in developing system specifications and functionality by translating organizational needs into functional requirements. With guidance, provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS FACILITATOR II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in workforce analysis and performance reporting. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies and assesses results achieved across Human Capital Management systems to determine most effective use of resources. Utilizes workforce analytics and reporting to enable organization to achieve greater flexibility and attain competitive advantages. Makes recommendations to management based on research. Assists group members in developing system specifications and functionality by translating organizational needs into functional requirements. Provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possess extensive knowledge of the function and department processes.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS PROGRAM ANALYST I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Assists in providing workforce and performance analytical services required to administer programs throughout all phases of business requirements organizational performance and implementation. Analyzes and reviews workforce and performance data, budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS PROGRAM ANALYST II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides workforce and performance analytical services required to administer programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews workforce and performance data, budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to
eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS PROJECT MANAGER**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of company programs involving workforce and performance analytics, etc. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS SUBJECT MATTER EXPERT III**

**Minimum Years of Experience:** 5

**Functional Responsibility:** Works with organizations to support workforce analytics and performance objectives. Provides expert knowledge and workforce and performance analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and solve moderately difficult and narrowly defined human capital problems. Assists other senior consultants with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Assists with change management activities.

**Minimum Education:** Bachelors

**WORKFORCE ANALYTICS SUBJECT MATTER EXPERT IV**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Works with organizations to support workforce analytics and performance objectives. Provides expert knowledge, thought leadership, and workforce and performance analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management,
resource optimization, development, and to support holistically informed human capital management decisions. Supports change management activities.

Minimum Education: Bachelors

WORKFORCE ANALYTICS SUBJECT MATTER EXPERT V

Minimum Years of Experience: 10

Functional Responsibility: Works with organizations to support workforce analytics and performance objectives. Provides expert knowledge, thought leadership, and workforce and performance analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Leads change management activities.

Minimum Education: Bachelors

WORKFORCE ANALYTICS TECHNICAL CONSULTANT

Minimum Years of Experience: 5

Functional Responsibility: Resolves highly complex technical issues and conducts advanced research supporting workforce and performance analytics, reporting and related functions. Provides expert consultation in one or more areas for the design, development, and implementation of technical products and systems. Has extensive engineering knowledge and is considered an expert in one or more engineering specialties. Recommends alterations to development and design to improve quality of products and/or procedures. Works on advanced and 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 fill a leadership role for the work group through knowledge in the area of specialization.

Minimum Education: Bachelors
<table>
<thead>
<tr>
<th></th>
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</table>
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* The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.

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<th>Required Education</th>
<th>Actual Education</th>
<th>Additional Years of Experience Credited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's Degree (MS)</td>
<td>Doctoral Degree</td>
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</tr>
<tr>
<td>Bachelor's Degree (BS)</td>
<td>Master's Degree</td>
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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>Bachelor's Degree</td>
<td>2</td>
</tr>
<tr>
<td>High School Diploma/GED (HS)</td>
<td>Associate’s/Tech. Institute Degree</td>
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### Experience in Excess of Requirements in Substitution for Required Education

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<th>Required Education</th>
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<td>Master's Degree (MS)</td>
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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>High School Diploma/GED</td>
<td>2</td>
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</table>

**EPM ANALYST I**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to employee performance management. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed human capital management decisions pertaining to employee performance and recognition management. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies gaps, inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational.
goals. Supports the development of employee performance management and recognition management functional area strategies.

**Minimum Education:** Associates

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**EPM EXECUTIVE LIAISON**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their employee performance and recognition management activities by serving as an official go-between for senior officials of organizations involved. Communicates employee performance information and industry best practices to decision makers. Leads and/or participates on committees or project teams to support employee performance management objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders.

**Minimum Education:** Bachelors

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**EPM FACILITATOR I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in employee performance management. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies to determine most effective use of resources in support of employee performance and recognition management objectives. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing system specifications and functionality by translating organizational needs into functional requirements. With guidance, provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets.

**Minimum Education:** Bachelors

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**EPM FACILITATOR II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in employee performance management. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies to determine most effective use of resources in support of employee performance and recognition management objectives. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to top management based on research. Assists group members in developing system specifications and functionality by translating organizational needs into functional requirements. Provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses extensive knowledge of the function and department processes.

**Minimum Education:** Bachelors
EPM PROGRAM ANALYST I
Minimum Years of Experience: 3

Functional Responsibility: Assists in providing analytical services required to administer employee performance management, recognition management and other related programs throughout all phases of business requirements organizational performance and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

Minimum Education: Bachelors

EPM PROGRAM ANALYST II
Minimum Years of Experience: 4

Functional Responsibility: Provides analytical services required to administer employee performance management, recognition management and other related programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.

Minimum Education: Bachelors

EPM PROJECT MANAGER
Minimum Years of Experience: 2

Functional Responsibility: Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of company programs involving employee performance and recognition management, etc. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.

Minimum Education: Bachelors
EPM SUBJECT MATTER EXPERT III

Minimum Years of Experience: 5

**Functional Responsibility:** Works with organizations to support employee performance management objectives. Provides expert knowledge and analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and solve moderately difficult and narrowly defined human capital problems. Assists other senior consultants with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, employee performance management, recognition management, and to support holistically informed human capital management decisions. Assists with change management activities.

**Minimum Education:** Bachelors

EPM SUBJECT MATTER EXPERT IV

Minimum Years of Experience: 6

**Functional Responsibility:** Works with organizations to support employee performance management objectives. Provides technical knowledge and analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, employee performance management, recognition management, and to support holistically informed human capital management decisions.

**Minimum Education:** Bachelors

EPM SUBJECT MATTER EXPERT V

Minimum Years of Experience: 10

**Functional Responsibility:** Works with organizations to support employee performance management objectives. Provides technical knowledge and analysis of highly specialized human capital management issues and operational environments, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, employee performance management, recognition management, and to support holistically informed human capital management decisions. Leads change management activities. Supports change management activities.

**Minimum Education:** Bachelors
### 541612ER EMPLOYEE RELATIONS LABOR CATEGORY RATES

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Government and Contractor Site Rates</th>
<th>Base Period</th>
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ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE

*The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.

### Education in Excess of Requirements In Substitution for Required Experience

<table>
<thead>
<tr>
<th>Required Education</th>
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### Experience in Excess of Requirements in Substitution for Required Education

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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
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**EMPLOYEE RELATIONS DIRECTOR**

**Minimum Years of Experience:** 11

**Functional Responsibility:** Directs the design, development and implementation of programs to ensure mission effectiveness through employee accountability. Directs critical projects and the implementation of HR metrics to measure the HR performance against business priorities. Analyzes the needs of different departments and determines ways to meet business objectives. Establishes, plans, and administers the overall policies and goals. Manages the research and selection of resources, which may include human resources, IT equipment, applications, and supplies. May manage a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives and develops budgets/policies/procedures to support the functional infrastructure.
EMPLOYEE RELATIONS EXECUTIVE LIAISON SENIOR

Minimum Years of Experience: 9

Functional Responsibility: Liaises between two or more organizations to communicate and coordinate their complex employee relations activities by serving as an official go-between for senior officials of organizations involved. Communicates industry best practices to decision makers. Leads and/or participates on committees or project teams to support employee relations objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders

Minimum Education: Masters

EMPLOYEE RELATIONS TECHNICAL CONSULTANT

Minimum Years of Experience: 5

Functional Responsibility: Resolves highly complex technical issues and conducts advanced research supporting employee relations and related functions. Provides expert consultation in one or more areas for the design, development, and implementation of technical products and systems. Has extensive engineering knowledge and is considered an expert in one or more engineering specialties. Recommends alterations to development and design to improve quality of products and/or procedures. Works on advanced and 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 fill a leadership role for the work group through knowledge in the area of specialization.

Minimum Education: Bachelors
### HC AGENCY HUMAN CAPITAL STRATEGY, POLICY AND OPERATIONS LABOR CATEGORY RATES

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</table>

**HC Strategy Analyst I**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to human capital strategy, policy and operations. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed Human Capital Management decisions pertaining to human capital strategy, policy and operations. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies gaps,
inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational goals. Supports the development of functional area strategies and policies.

**Minimum Education:** Associates

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**HC STRATEGY DIRECTOR**

**Minimum Years of Experience:** 11

**Functional Responsibility:** Directs the development of effective human capital management strategies and policies. Directs critical projects and the implementation of HR metrics to measure the HR performance against business priorities. Analyzes the needs of different departments and determines ways to meet business objectives. Establishes, plans, and administers the overall policies and goals. Manages the research and selection of resources, which may include human resources, IT equipment, applications, and supplies. May manage a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives and develops budgets/policies/procedures to support the functional infrastructure.

**Minimum Education:** Bachelors

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**HC STRATEGY EXECUTIVE COACH, SENIOR**

**Minimum Years of Experience:** 8

**Functional Responsibility:** Provides expertise in support of program and project operations by conducting individual leadership and executive coaching. Meets with clients, clarifying their specific human capital strategic objectives. Conducts coaching in person or via conference calls, email support, etc. Maintains senior-level responsibility for understanding, planning, and presenting human capital strategy and policy consulting solutions. Articulates goals in meeting the client's human capital strategic objectives while maintaining business and mission objectives.

**Minimum Education:** Masters

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**HC STRATEGY EXECUTIVE CONSULTANT, SENIOR**

**Minimum Years of Experience:** 7

**Functional Responsibility:** Uses assessment results achieved across human capital management systems and activities to provide human capital strategy, policy and operations advisory services and consultations and to address complex management and organizational problems across a wide variety of client environments and settings. Manages execution of multiple complex strategic initiatives. Generates innovative approaches to address business problems. Ensures that appropriate structure is in place to support innovation and lasting change. Deploys primary management and organizational tools and techniques, such as organizational assessment, strategic planning, and leadership development to address organizational challenges and maximize productivity. Able to conceptualize and direct consulting engagements and to represent company to C-suite client personnel and decision-makers. Able to direct Senior Consultants in all aspects of project execution and client management.

**Minimum Education:** Masters

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**HC STRATEGY EXECUTIVE LIAISON**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their human capital strategy, policy and operations activities by serving as an official go-
between for senior officials of organizations involved. Communicates human capital strategies, policies and industry best practices to decision makers. Leads and/or participates on committees or project teams to support human capital strategy, policy and operation objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders

**Minimum Education:** Bachelors

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**HC STRATEGY EXECUTIVE LIAISON SENIOR**

**Minimum Years of Experience:** 9

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their complex human capital strategy, policy and operations activities by serving as an official go-between for senior officials of organizations involved. Communicates complex human capital strategies, policies and industry best practices to decision makers. Leads and/or participates on committees or project teams to support human capital strategy, policy and operation objectives and goals. Generates insights based on field interactions with the organization’s resources and stakeholders

**Minimum Education:** Masters

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**HC STRATEGY FACILITATOR I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in human capital strategy. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies to determine most effective use of resources in support of human capital strategy, policy and operations. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. With guidance, provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses knowledge of the function and department processes.

**Minimum Education:** Bachelors

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**HC STRATEGY FACILITATOR II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in human capital strategy. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts needs analysis and resource allocation studies to determine most effective use of resources in support of human capital strategy, policy and operations. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. Provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses knowledge of the function and department processes.

**Minimum Education:** Bachelors
mPower, Inc.

HC STRATEGY PROGRAM ANALYST I
Minimum Years of Experience: 3

Functional Responsibility: Assists in providing analytical services required to administer human capital strategy, policy and operations programs throughout all phases of business requirements organizational performance and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.
Minimum Education: Bachelors

HC STRATEGY PROGRAM ANALYST II
Minimum Years of Experience: 4

Functional Responsibility: Provides analytical services required to administer human capital strategy, policy and operations programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.
Minimum Education: Bachelors

HC STRATEGY PROJECT MANAGER
Minimum Years of Experience: 2

Functional Responsibility: Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of company human capital strategy, policy and operations programs. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.
Minimum Education: Bachelors
**mPower, Inc.**

**HC STRATEGY SUBJECT MATTER EXPERT III**

**Minimum Years of Experience:** 5

**Functional Responsibility:** Works with organizations to support human capital strategy, policy and operations objectives. Provides expert knowledge and analysis of highly specialized human capital strategy, policy and operations, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and solve moderately difficult and narrowly defined human capital problems. Assists other senior consultants with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Assists with change management activities.

**Minimum Education:** Bachelors

**HC STRATEGY SUBJECT MATTER EXPERT IV**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Works with organizations to support human capital strategy, policy and operations objectives. Provides expert knowledge and analysis of highly specialized human capital management strategy, policy and operations, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Supports change management activities.

**Minimum Education:** Bachelors

**HC STRATEGY SUBJECT MATTER EXPERT V**

**Minimum Years of Experience:** 10

**Functional Responsibility:** Works with organizations to support human capital strategy, policy and operations objectives. Provides expert knowledge and analysis of highly specialized human capital management strategy, policy and operations, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, development, and to support holistically informed human capital management decisions. Leads change management activities.

**Minimum Education:** Bachelors
HC Strategy Technical Consultant

Minimum Years of Experience: 5

Functional Responsibility: Resolves highly complex technical issues and conducts advanced research supporting human capital strategy, policy and operations. Provides expert consultation in one or more areas for the design, development, and implementation of technical products and systems. Has extensive engineering knowledge and is considered an expert in one or more engineering specialties. Recommends alterations to development and design to improve quality of products and/or procedures. Works on advanced and 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 fill a leadership role for the work group through knowledge in the area of specialization.

Minimum Education: Bachelors
## 56131 TALENT ACQUISITION LABOR CATEGORY RATES

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**TALENT ACQUISITION LABOR CATEGORY DESCRIPTIONS**

**ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE**

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**TALENT ACQUISITION ANALYST I**

Minimum Years of Experience: 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to talent acquisition and talent acquisition management. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed Human Capital Management and talent acquisition decisions. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies gaps, inadequacies and/or deficiencies that affect the functional area’s ability to support/meet organizational goals. Supports the development of talent acquisition requirements functional area strategies.
Minimum Education: Associates

**TALENT ACQUISITION EXECUTIVE LIAISON**

Minimum Years of Experience: 6

**Functional Responsibility:** Liaises between two or more organizations to communicate and coordinate their talent acquisition activities by serving as an official go-between for senior officials of organizations involved. Communicates talent acquisition strategies and industry best practices to decision makers. Leads and/or participates on committees or project teams to support talent acquisition objectives and goals. Generates insights based on field interactions with the organization's resources and stakeholders.

Minimum Education: Bachelors

**TALENT ACQUISITION FACILITATOR I**

Minimum Years of Experience: 3

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in talent acquisition management. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts talent acquisition needs analysis and resource allocation studies to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. With guidance, provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses knowledge of the function and department processes.

Minimum Education: Bachelors

**TALENT ACQUISITION FACILITATOR II**

Minimum Years of Experience: 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in talent acquisition management. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts talent acquisition needs analysis and resource allocation studies to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to top management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. Provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses extensive knowledge of the function and department processes.

Minimum Education: Bachelors

**TALENT ACQUISITION PROGRAM ANALYST I**

Minimum Years of Experience: 3

**Functional Responsibility:** Assists in providing analytical services required to administer talent acquisition programs throughout all phases of business requirements organizational performance and
implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

**Minimum Education:** Bachelors

**TALENT ACQUISITION PROGRAM ANALYST II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides analytical services required to administer talent acquisition programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.

**Minimum Education:** Bachelors

**TALENT ACQUISITION PROJECT MANAGER**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of company talent acquisition programs. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.

**Minimum Education:** Bachelors

**TALENT ACQUISITION SUBJECT MATTER EXPERT III**

**Minimum Years of Experience:** 5

**Functional Responsibility:** Works with organizations to support talent acquisition strategies. Provides expert knowledge and analysis of highly specialized talent acquisition and human capital management issues and operational environments, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and solve moderately difficult and narrowly defined human capital problems. Assists other senior consultants with analysis and evaluation and with the
preparation of recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Assists with change management activities.

**Minimum Education:** Bachelors

**TALENT ACQUISITION SUBJECT MATTER EXPERT IV**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Works with organizations to support talent acquisition strategies. Provides expert knowledge and analysis of highly specialized talent acquisition and human capital management issues and operational environments, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Supports change management activities.

**Minimum Education:** Bachelors

**TALENT ACQUISITION SUBJECT MATTER EXPERT V**

**Minimum Years of Experience:** 10

**Functional Responsibility:** Works with organizations to support talent acquisition strategies. Provides expert knowledge and analysis of highly specialized talent acquisition and human capital management issues and operational environments, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Leads change management activities.

**Minimum Education:** Bachelors
### 611430TD TALENT DEVELOPMENT LABOR CATEGORY RATES

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Government and Contractor Site Rates</th>
<th>Base Period</th>
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</thead>
<tbody>
<tr>
<td>Talent Development Analyst I</td>
<td>$74.06</td>
<td>$75.83</td>
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<tr>
<td>Talent Development Executive Liaison</td>
<td>$153.98</td>
<td>$157.68</td>
</tr>
<tr>
<td>Talent Development Facilitator I</td>
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<td>$123.43</td>
</tr>
<tr>
<td>Talent Development Facilitator II</td>
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</tr>
<tr>
<td>Talent Development Program Analyst I</td>
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<td>$112.81</td>
</tr>
<tr>
<td>Talent Development Program Analyst II</td>
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<td>$123.43</td>
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<tr>
<td>Talent Development Project Manager</td>
<td>$153.98</td>
<td>$157.68</td>
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<tr>
<td>Talent Development Subject Matter Expert III</td>
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<td>$170.16</td>
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<tr>
<td>Talent Development Subject Matter Expert IV</td>
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<tr>
<td>Talent Development Subject Matter Expert V</td>
<td>$221.57</td>
<td>$226.89</td>
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</tbody>
</table>
ALLOWABLE SUBSTITUTIONS FOR EDUCATION AND EXPERIENCE

* The following tables indicate the allowable substitutions of education and experience which may be used to allow a specific individual to meet job description requirements.

### Education in Excess of Requirements In Substitution for Required Experience

<table>
<thead>
<tr>
<th>Required Education</th>
<th>Actual Education</th>
<th>Additional Years of Experience</th>
</tr>
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<tbody>
<tr>
<td>Master's Degree (MS)</td>
<td>Doctoral Degree</td>
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</tr>
<tr>
<td>Bachelor's Degree (BS)</td>
<td>Master's Degree</td>
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<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>Bachelor's Degree</td>
<td>2</td>
</tr>
<tr>
<td>High School Diploma/GED (HS)</td>
<td>Associate’s/Tech. Institute Degree</td>
<td>2</td>
</tr>
</tbody>
</table>

### Experience in Excess of Requirements in Substitution for Required Education

<table>
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<tr>
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<th>Actual Education</th>
<th>Additional Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral Degree (D)</td>
<td>Master's Degree</td>
<td>4</td>
</tr>
<tr>
<td>Master's Degree (MS)</td>
<td>Bachelor's Degree</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor's Degree (BS)</td>
<td>Associate’s/Tech. Institute Degree</td>
<td>2</td>
</tr>
<tr>
<td>Associate’s/Tech. Institute Degree (AS)</td>
<td>High School Diploma/GED</td>
<td>2</td>
</tr>
</tbody>
</table>

**TALENT DEVELOPMENT ANALYST I**

**Minimum Years of Experience:** 2

**Functional Responsibility:** Analyzes data and statistics for trends and patterns with attention to talent development, learning management systems, leadership development, etc. Assists in applying common best practices for the agency to support the government stakeholders using a knowledge base to create conceptual business models and to identify relevant issues and considerations to make holistically informed Human Capital Management and talent development decisions. Assesses the operational and functional baseline of an engagement while ensuring the organizational needs are being addressed. Typical areas addressed include Human Resources, Finance, Supply, and Operations. Identifies gaps,
inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational goals. Supports the development of functional area strategies.

**Minimum Education:** Associates

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**TALENT DEVELOPMENT EXECUTIVE LIAISON**

**Minimum Years of Experience:** 6

**Functional Responsibility:** New Liaises between two or more organizations to communicate and coordinate their talent development activities by serving as an official go-between for senior officials of organizations involved. Liaises between two or more organizations to communicate and coordinate their talent acquisition activities by serving as an official go-between for senior officials of organizations involved. Communicates talent development strategies and industry best practices to decision makers. Leads and/or participates on committees or project teams to support talent development objectives and goals. Generates insights based on field interactions with the organization's resources and stakeholders

**Minimum Education:** Bachelors

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**TALENT DEVELOPMENT FACILITATOR I**

**Minimum Years of Experience:** 3

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in talent development. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts talent development needs analysis and resource allocation studies to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. With guidance, provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses knowledge of the function and department processes.

**Minimum Education:** Bachelors

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**TALENT DEVELOPMENT FACILITATOR II**

**Minimum Years of Experience:** 4

**Functional Responsibility:** Provides facilitation and related decision support and learning services to clients engaging in talent development. Leads and coordinates meetings with individuals or diverse teams and groups with common and divergent interests. Conducts talent development needs analysis and resource allocation studies to determine most effective use of resources. Enables organization to achieve greater flexibility and attain competitive advantages by leveraging its human capital and/or technology. Makes recommendations to top management based on research. Assists group members in developing information system specifications and functionality by translating organizational needs into functional requirements. Provides facilitation to ensure that project/department milestones/goals are met and adhere to approved budgets. Possesses extensive knowledge of the function and department processes.

**Minimum Education:** Bachelors
mPower, Inc.

TALENT DEVELOPMENT PROGRAM ANALYST I
Minimum Years of Experience: 3

Functional Responsibility: Assists in providing analytical services required to administer talent development programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material.

Minimum Education: Bachelors

TALENT DEVELOPMENT PROGRAM ANALYST II
Minimum Years of Experience: 4

Functional Responsibility: Provides analytical services required to administer talent development programs throughout all phases of business requirements, organizational performance, and implementation. Analyzes and reviews budget, schedule, and other program resources. Identifies resource shortfalls and makes corrective recommendations. Participates in analysis sessions to provide program requirements. Reviews the business, functions, and resources to ensure the requirements meet the program needs. Considers alternatives and develops recommendations. Identifies, communicates, and resolves risks. Identifies and resolves issues to eliminate or mitigate the occurrence of consequences that may impact the success of the project. Researches and analyzes resource material. Monitors tests, reviews results, and identify project issues.

Minimum Education: Bachelors

TALENT DEVELOPMENT PROJECT MANAGER
Minimum Years of Experience: 2

Functional Responsibility: Responsible for assisting in all aspects of project performance including coordinating and monitoring the scheduling, pricing, and technical performance of company talent development programs. Negotiates and prepares contracts by considering the financial conditions, resources, and contractual requirements. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Prepares proposals to win new programs. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Possesses extensive knowledge of the department function and processes.

Minimum Education: Bachelors

TALENT DEVELOPMENT SUBJECT MATTER EXPERT III
Minimum Years of Experience: 5

Functional Responsibility: Works with organizations to support talent development strategies. Provides expert knowledge and analysis of highly specialized talent development and human capital management
issues and operational environments, executive level projects, and implementation advice on moderately complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and solve moderately difficult and narrowly defined human capital problems. Assists other senior consultants with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Assists with change management activities.

**Minimum Education:** Bachelors

**TALENT DEVELOPMENT SUBJECT MATTER EXERT IV**

**Minimum Years of Experience:** 6

**Functional Responsibility:** Works with organizations to support talent development strategies. Provides expert knowledge and analysis of highly specialized talent development and human capital management issues and operational environments, executive level projects, and implementation advice on complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation and with the preparation of recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Supports change management activities.

**Minimum Education:** Bachelors

**TALENT DEVELOPMENT SUBJECT MATTER EXPER EXPERT V**

**Minimum Years of Experience:** 10

**Functional Responsibility:** Works with organizations to support talent development strategies. Provides expert knowledge and analysis of highly specialized talent development and human capital management issues and operational environments, executive level projects, and implementation advice on highly complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Applies principles, methods, and knowledge of the functional area of capability to meet specific task order requirements and to solve exceptionally difficult and narrowly defined human capital problems. Assists and leads other team members with analysis and evaluation. Presents recommendations for change management, resource optimization, development, and to support holistically informed Human Capital Management decisions. Leads change management activities.

**Minimum Education:** Bachelors