On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The Internet address for GSA Advantage!® is GSAAdvantage.gov. For information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov. Prices Shown Herein are Net (discount deducted).
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eMentum delivers agile program management and technical services as a consultant to the Federal government. The company focuses on complex IT projects in high-profile, high-risk environments, which require effective, durable partnerships and thorough integration with government operations.

**NAICS CLASSIFICATIONS**
- 541611 – Administrative and General Management Consulting Services
# I. CUSTOMER INFORMATION

## 1. CUSTOMER INFORMATION

### 1.A. Special Item Numbers

<table>
<thead>
<tr>
<th>SIN 54151S: Information Technology Professional Services</th>
<th>IT Professional Services and/or labor categories for database planning and design; systems analysis, integration, and design; programming, conversion and implementation support; network services, data/records management, and testing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE: Subject to Cooperative Purchasing</td>
<td></td>
</tr>
</tbody>
</table>

| SIN 541611: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services | Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency’s portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management. |

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

Personal services as defined in FAR 37.104 are prohibited.

### 1.B. Lowest Priced Model Number and Lowest Unit Price

<table>
<thead>
<tr>
<th>OLM</th>
<th>Order Level Materials (OLM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td></td>
</tr>
</tbody>
</table>

### 1.C. Labor Category Descriptions and Price List

See page 6 for labor category descriptions and page 46 for price list.

## 2. Maximum order

| SIN 54151S | $500,000 |
| SIN 541611 | $1,000,000 |
| SIN OLM    | $250,000  |

## 3. Minimum order

$100

## 4. Geographic coverage

Worldwide

## 5. Point(s) of production

Not applicable

## 6. Discount from list prices

GSA Net Prices are shown under Pricing of Services (Section II). Negotiated discount has been applied.

## 7. Quantity discounts

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

9. **Foreign items**  
   None

10. **Delivery Schedule**

<table>
<thead>
<tr>
<th>10.A. Time of delivery</th>
<th>To be negotiated at task order level</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.B. Expedited delivery</td>
<td>Items available for expedited delivery are noted in this price list.</td>
</tr>
<tr>
<td>10.C. Overnight and two-day delivery</td>
<td>Contact eMentum for rates</td>
</tr>
<tr>
<td>10.D. Urgent requirements</td>
<td>Customers are encouraged to contact eMentum for the purpose of requesting accelerated delivery.</td>
</tr>
</tbody>
</table>

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

12. **Ordering**

<table>
<thead>
<tr>
<th>12.A. Ordering address</th>
<th>Same as contractor address</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.B. Ordering procedures</td>
<td>For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in FAR 8.405-3</td>
</tr>
</tbody>
</table>

13. **Payment address(es)**  
   Same as contractor

14. **Warranty provision**  
   Not applicable

15. **Export packing charges**  
   Not applicable

16. **Terms and conditions of rental, maintenance, and repair**  
   Not applicable

17. **Terms and conditions of installation**  
   Not applicable

18. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices**  
   Not applicable

   | 18.A. Terms and conditions for any other services | Not applicable |

19. **List of service and distribution points**  
   Not applicable

20. **List of participating dealers**  
   Not applicable

21. **Preventive maintenance**  
   Not applicable

22. **Other**

<table>
<thead>
<tr>
<th>22.A. Special attributes</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>22.B. Section 508 compliance for EIT</td>
<td>As applicable</td>
</tr>
</tbody>
</table>

23. **Data Universal Number System (DUNS) number**  
   167260889

24. **Notification regarding registration SAM database**  
   Registration is valid in SAM
## II. LABOR CATEGORIES

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<th>Page</th>
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</thead>
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<td>Analyst I</td>
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<tr>
<td>Analyst II</td>
<td>10</td>
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<tr>
<td>Associate I</td>
<td>11</td>
</tr>
<tr>
<td>Associate II</td>
<td>12</td>
</tr>
<tr>
<td>Information Systems Manager I</td>
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</tr>
<tr>
<td>Information Systems Manager II</td>
<td>14</td>
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<tr>
<td>Technology Specialist</td>
<td>15</td>
</tr>
<tr>
<td>Technology Director</td>
<td>16</td>
</tr>
<tr>
<td>Senior Technology Partner</td>
<td>17</td>
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<tr>
<td>Business Analyst I</td>
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<tr>
<td>Business Analyst II</td>
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<tr>
<td>Business Analyst III</td>
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</tr>
<tr>
<td>Business Analyst IV</td>
<td>21</td>
</tr>
<tr>
<td>Business Consultant I</td>
<td>22</td>
</tr>
<tr>
<td>Business Consultant II</td>
<td>23</td>
</tr>
<tr>
<td>Business Consultant III</td>
<td>24</td>
</tr>
<tr>
<td>Security Consultant II</td>
<td>25</td>
</tr>
<tr>
<td>Senior Engineer</td>
<td>26</td>
</tr>
<tr>
<td>Senior ICAM Engineer</td>
<td>27</td>
</tr>
<tr>
<td>Operations Manager I</td>
<td>28</td>
</tr>
<tr>
<td>Operations Manager II</td>
<td>29</td>
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<tr>
<td>Architect I</td>
<td>30</td>
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<tr>
<td>Architect II</td>
<td>31</td>
</tr>
<tr>
<td>Security Architect I</td>
<td>32</td>
</tr>
<tr>
<td>Subject Matter Expert I</td>
<td>33</td>
</tr>
<tr>
<td>Subject Matter Expert II</td>
<td>34</td>
</tr>
<tr>
<td>Communications Specialist</td>
<td>35</td>
</tr>
<tr>
<td>Communications Consultant I</td>
<td>36</td>
</tr>
<tr>
<td>Communications Consultant II</td>
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<td>Communications Technical Expert</td>
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Security Manager I ................................................................. 45
# Administrative Assistant I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Administrative Assistant I has excellent communication and organizational skills. The Administrative Assistant I possesses computer skills and can follow methods implemented by supervisors. The Administrative Assistant works efficiently to provide support to the project team. | ☐ High school degree or equivalent  
☐ Zero years of experience |

## ABILITIES/RESPONSIBILITIES

The Administrative Assistant I administrative support for teams. Typical responsibilities include:

- Maintaining files and databases
- Scheduling
- Providing meeting support
- Producing printed materials (duplicating, packaging and distributing)
- Documenting data, correspondence, and issues
### Analyst I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Analyst I has training and/or experience in specific technologies, methodologies, or platforms required for the technical aspects of a client engagement. The Analyst I works independently to complete technical assignments and to provide support to the project team by managing technical tasks, problem solving, data gathering and solution testing. | ■ Associates degree or equivalent  
■ Zero years of experience |

### ABILITIES/RESPONSIBILITIES

The Analyst I provides programming, development, and technology support for teams. Typical responsibilities include:

- Developing database programs and applications
- Developing functionality in Java, JavaScript, Visual Basic, C/C++, ASP and other programming languages
- Conducting functional testing
- Designing and coding simple interfaces
- Building infrastructure for eCommerce sites
- Conducting test execution (unit, string, interface, integration, stress, etc.)
- Collect ‘best practices’ and market research for IT products and services

The Analyst I provides analytical support to engagement teams. Responsibilities include:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
- Track project costs (actual vs. planned)
## Analyst II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Analyst II has advanced training and/or experience in specific technologies, methodologies, or platforms required for the technical aspects of a client engagement. They can work independently to troubleshoot issues across the organization, review technical work completed by others and provide guidance to other team members. | ▪ Bachelors degree or equivalent  
▪ An advanced degree counts as two additional years of experience.  
▪ One to two years of experience |

### ABILITIES/RESPONSIBILITIES

The Analyst II provides programming, development, and technology support for project teams. Typical responsibilities include:

- Developing database programs and applications
- Developing server scripts
- Developing functionality in Java, JavaScript, Visual Basic, C/C++, ASP and other programming languages
- Conducting functional testing
- Designing and coding complex interfaces
- Leading others to build infrastructure for eCommerce sites
- Conducting and planning test execution (unit, string, interface, integration, stress, etc.)
- Organize and plan for collection of ‘best practices‘ and market research for IT products and services

Provide business analytics and due diligence for engagement teams. Responsibilities include:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
- Develop project cost spreadsheets to support technical cost projections
Associate I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Associate I can lead groups in completing discrete tasks such as JAD</td>
<td>■ Bachelors degree or equivalent</td>
</tr>
<tr>
<td>sessions or a requirements document, and can lead and review technical</td>
<td>■ Advanced degree counts as two additional years of experience</td>
</tr>
<tr>
<td>design efforts. The Associate I can monitor a team’s technical work,</td>
<td>■ Three to five years of experience</td>
</tr>
<tr>
<td>trouble shoot technical issues, and oversee the work of individuals during</td>
<td></td>
</tr>
<tr>
<td>specific phases of the lifecycle.</td>
<td></td>
</tr>
</tbody>
</table>

ABILITIES/RESPONSIBILITIES

The Associate I provides programming and organizational skills. The Associate I is a specialists in particular technologies. Typical responsibilities include:

- Leading JAD sessions to develop the functional requirements
- Designing and developing GUI/web-based applications using object-oriented technology and systems
- Providing knowledge of detailed software design, deployment processes and change management processes
- Providing knowledge of vendors and competitors within an industry
- Leading groups of specialists on software or infrastructure in their respective component work having been able to trouble shoot in those general areas
- Designing the interfaces between applications
- Constructing ‘current state’ architecture diagrams
- Researching and evaluate products
- Estimating hardware/software costs for project tracks
- Maintaining the project plan for a team.

The Associate I provides business analytics and due diligence for engagement teams:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
## Associate II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Associate II can manage teams in completing engagement deliverables across all phases of the systems development life cycle. The Associate II is a specialist in specific technologies, methodologies, or platforms required for the technical aspects of a client engagement. | ■ Bachelors degree or equivalent  
■ Advanced degree counts as two additional years of experience  
■ Four to six years of experience |

### ABILITIES/RESPONSIBILITIES
The Associate II provides advanced programming and organizational skills. The Associate II is a specialist in particular technologies and can plan and manage discrete sub-tracks of overall solutions or technical designs. Typical responsibilities include:

- Leading JAD sessions to develop the functional requirements
- Designing and developing GUI/web-based applications using object-oriented technology and systems
- Providing knowledge of detailed software design, deployment processes and change management processes
- Providing knowledge of vendors and competitors within an industry
- Leading groups of specialists on software or infrastructure in their respective component work having been able to troubleshoot in those general areas
- Designing the interfaces between applications
- Constructing ‘current state’ architecture diagrams
- Researching and evaluating products
- Estimating hardware/software costs for project tracks
- Constructing the project plan for projects.

The Associate II provides business analytics and due diligence for engagement teams:

- Evaluating current processes
- Implementing solutions and conducting related training
- Managing project sub-tasks and planning resources
- Drawing and presenting conclusions from analyses and data
# Information Systems Manager I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Information Systems Manager I has advanced technical and/or industry</td>
<td>■ Bachelors degree or equivalent</td>
</tr>
<tr>
<td>skills and can manage multiple teams through all lifecycle stages. They</td>
<td>■ Advanced degree counts as two additional years of experience</td>
</tr>
<tr>
<td>can independently manage smaller engagements.</td>
<td>■ Six to eight years of experience</td>
</tr>
</tbody>
</table>

## ABILITIES/RESPONSIBILITIES

The Information Systems Manager I provides technical and management support for engagement teams and vendors to develop and deliver technical solutions to clients’ challenges. Typical responsibilities include:

- Managing multiple teams in multiple environments (development, testing, staging, production)
- Evaluating ‘current state’ architectures
- Designing ‘future state’ architectures based on requirements
- Managing vendor and other business partner relationships
- Managing project resources and day-to-day administrative operations
- Estimating resources, durations and costs for project tracks

The Information Systems Manager I is responsible for day-to-day management of project tracks or tasks, identifying scope of tasks and affixing resources to the various project components. Their duties include:

- Evaluating current technical and business processes
- Identifying strategic technical opportunities and preparing business cases
- Implementing solutions and conducting related training
- Managing project sub-tasks and planning resources
- Drawing and presenting conclusions from analyses and data
## Information Systems Manager II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Information Systems Manager II possesses demonstrated advanced technical and/or industry skills. They will manage either large or numerous teams through the systems development lifecycle of an engagement. They can independently manage medium sized engagements. | ■ Bachelors degree or equivalent  
■ Advanced degree counts as two additional years of experience  
■ Eight to ten years of experience, including management of large-scale client engagements and implementations |

### ABILITIES/RESPONSIBILITIES

The Information Systems Manager II provides leadership, guidance, and technical direction to project teams and client executives, determine project plans, manage resources, and ensure technical solutions are feasible and relevant. Typical responsibilities include:

- Establish project objectives and communicate progress
- Manage day-to-day client relationships, issues and feedback
- Communicate potential impacts and benefits of recommended technical solutions
- Managing project resources
- Resolve scope, cost, schedule or quality risks with recommended remediations and escalations

Information Systems Managers II also:

- Design and articulate paths from ‘current state’ architectures to ‘future state’ architectures
- Develop technical visions for IT strategy plans
- Develop technical IT plans
- Define business and technical requirements during the strategy or requirements analysis phases of projects
- Identify strategic technical opportunities and prepare business cases
- Manage project tracks and plan resources
# Technology Specialist

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Technology Specialist is an expert in one or more technologies, methodologies, or specific technical platforms. The Technology Specialist works independently to implement technical solutions, resolve technical issues, review requirements and applications for technical relevance, review technical work completed by others and provide expertise and guidance to development teams on their area of expertise.</td>
<td>▪ Bachelors degree or equivalent&lt;br&gt;▪ Certifications in area of expertise&lt;br&gt;▪ Advanced degree counts as two additional years of experience&lt;br&gt;▪ Five to ten years of experience</td>
</tr>
</tbody>
</table>

## ABILITIES/RESPONSIBILITIES

Typical responsibilities of a Technology Specialist include:

- Perform analysis, design, development, testing and documentation for components within the area of technical expertise
- Create technical requirements for the project team
- Providing knowledge of detailed software design, deployment processes and change management processes for components within the area of technical expertise
- Providing knowledge of vendors, competitors and industry within the area of technical expertise
- Providing trouble shooting and issue resolution for the area of technical expertise
- Researching and evaluating products
- Estimating hardware/software costs for project tracks
- Evaluate architectures, designs, and solutions for performance and quality shortcomings and recommend technical solutions to resolve gaps
# Technology Director

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Technology Director is an expert in one or more technologies, methodologies, or specific technical platforms. The Technology Director provides technical leadership and education to teams across the engagement and ensures technical solutions are feasible and relevant to the client and the engagement. The Technology Director may lead a team of technical experts on a large project or provide technical direction to all teams on an engagement. | ■ Bachelors degree or equivalent  
■ Certifications in area of expertise  
■ Advanced degree counts as two additional years of experience  
■ 10 or more years of experience |

## ABILITIES/RESPONSIBILITIES

Typical responsibilities of Technology Directors include:
- Leading state-of-the-art IT solutions delivery and technologies
- Defining functional requirements, technical specifications and technical architectures
- Researching, recommending and managing third-party vendors
- Using application and technology-specific knowledge to recognize and avoid technological pitfalls
- Bringing state-of-the-art technical leadership to engagements
- Identifying strategic opportunities and preparing business cases
- Communicating potential impacts and benefits of technology implementations to clients
- Create technology strategies, plans, approaches and architectures to resolve business performance issues
- Manage and direct technology implementation and software selection projects
### Senior Technology Partner

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Senior Technical Partner has extensive experience in IT strategy,</td>
<td>■ Bachelors degree or equivalent</td>
</tr>
<tr>
<td>architecture, and delivery of successful technical solutions. The Senior</td>
<td>■ Advanced degree counts as two additional years of experience</td>
</tr>
<tr>
<td>Technical Partner provides technical guidance and knowledge management</td>
<td>■ 12 or more years of executive level experience,</td>
</tr>
<tr>
<td>to client executives and the engagement.</td>
<td>including delivery of large-scale engagements</td>
</tr>
</tbody>
</table>

### ABILITIES/RESPONSIBILITIES

The Senior Technical Partner is responsible for leading engagement teams and meeting contract obligations. Typical responsibilities include:

- Establishing program vision, performance objectives and technical goals
- Developing the technical vision and technical roadmap for the organization or engagement
- Providing guidance and leadership to engagement teams in business and technical areas
- Define Best Practice in technology implementation, Systems Development Life Cycle execution, Business Process Reengineering, and IT Operations
- Providing objective counsel on critical technical issues
- Managing client relationships, issues and feedback
- Deliver completed quality engagements, managing contract provisions and project resources.
- Accountable for end to end solution delivery and consulting services satisfaction for engagements
### Business Analyst I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Business Analyst I has training and/or experience in specific disciplines, methodologies, or specialties required for the client engagement. The Business Analyst I works with other team members to complete assignments and to provide support to the project team by executing tasks, problem solving, data gathering, and developing draft solution alternatives. | ▪ Bachelors degree or equivalent  
▪ Zero years of experience |

#### ABILITIES/RESPONSIBILITIES

The Business Analyst I provides analytical support to engagement teams. Responsibilities include:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
- Developing project control deliverables, such as status reports

The Business Analyst I provides consulting and strategy development support for teams. Typical responsibilities include:

- Capturing and recording requirements
- Maintaining communication channels
- Track identified risks
- Administer change management process
- Develop evaluation criteria
- Managing vendors through RFP process
- Estimating costs for project tracks
Business Analyst II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Business Analyst II has advanced training and/or experience in specific disciplines, methodologies, or specialties required for the client engagement. They can work independently to troubleshoot issues across the organization, review technical work completed by others, and provide guidance to other team members.</td>
<td>■ Bachelors degree or equivalent  ■ Two to three years of experience</td>
</tr>
</tbody>
</table>

ABILITIES/RESPONSIBILITIES

The Business Analyst II provides business analytics and due diligence for engagement teams. Responsibilities include:

■ Collecting, analyzing, and reporting data
■ Documenting data, correspondence, and issues
■ Conducting primary and secondary research
■ Applying problem-solving diagnostics and frameworks
■ Preparing business analyses and engagement deliverables

The Business Analyst II provides consulting and strategy development support for teams. Typical responsibilities include:

■ Capturing and recording requirements
■ Establishing communication channels
■ Identify risks and develop contingencies
■ Administer change management process
■ Develop evaluation criteria
■ Create performance measures
■ Conduct training sessions
■ Managing vendors through RFP process
■ Estimating costs for project tracks
## Business Analyst III

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Business Analyst III can work independently or with other team members to complete assignments and to provide support to the project team by executing tasks, problem solving, data gathering, and developing draft solution alternatives. A Business Analyst III is also expected to be practiced in eMentum’s consulting tools. | ■ Bachelors degree or equivalent  
■ Three to four years of experience |

### ABILITIES/RESPONSIBILITIES

The Business Analyst III provides business analytics and due diligence for engagement teams, combining outcomes with a basic understanding of industry requirements. Responsibilities include:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
- Assisting with scope and objective definitions

The Business Analyst III provides consulting and strategy development support for teams. Typical responsibilities include:

- Capturing and recording requirements
- Establishing communication channels
- Identify risks and develop contingencies
- Administering change management processes
- Developing evaluation criteria
- Create performance measures
- Preparing materials and conducting training sessions
- Managing vendors through RFP process
- Estimating costs for project tracks
Business Analyst IV

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Business Analyst IV has advanced training and/or experience in specific disciplines, methodologies, or specialties required for the client engagement. They can work independently to troubleshoot issues across the organization, review technical work completed by others, and provide guidance to other team members.</td>
<td>■ Bachelors degree or equivalent  ■ Four to five years of experience</td>
</tr>
</tbody>
</table>

**ABILITIES/RESPONSIBILITIES**

The Business Analyst IV provides business analytics and due diligence for engagement teams, combining outcomes with a basic understanding of industry requirements. Responsibilities include:

- Collecting, analyzing, and reporting data
- Documenting data, correspondence, and issues
- Conducting primary and secondary research
- Applying problem-solving diagnostics and frameworks
- Preparing business analyses and engagement deliverables
- Assisting with and defining scope and objectives

The Business Analyst IV provides consulting and strategy development support for teams. Typical responsibilities include:

- Capturing and recording requirements
- Establishing and utilizing communication channels
- Identifying risks and develop contingencies
- Identifying and administering change management processes
- Developing requirements and systems integration evaluation criteria
- Supporting requirements facilitation activities
- Creating performance measures
- Preparing materials and leading training sessions
- Establishing the RFP process and evaluation criteria
- Managing vendors through RFP process
- Estimating costs for project tracks
**Business Consultant I**

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Business Consultant I can lead groups in completing discrete tasks such as JAD sessions or a requirements document, and can lead and review planning and design efforts. The Business Consultant I can monitor a team’s work, trouble shoot project issues, and oversee the work of individuals during specific phases of the engagement. | ■ Bachelors degree or equivalent  
■ Three to five years of experience |

**ABILITIES/RESPONSIBILITIES**

The Business Consultant I provides the project framework and planning for engagement teams:

- Evaluating current processes
- Maintaining the project plan for the team
- Managing project sub-tasks and planning resources
- Creating budgets and financial models
- Drawing and presenting conclusions from analyses and data
- Preparing engagement deliverables

The Business Consultant I provides consulting and strategy development support for teams. The Business Consultant I is a specialists in a particular discipline or methodology. Typical responsibilities include:

- Leading JAD sessions to develop the functional requirements and business processes
- Conducting studies and analyses of organizational dynamics
- Providing knowledge of detailed project management methods, deployment processes and change management processes
- Creating RFIs and RFPs
- Providing knowledge of vendors and competitors within an industry, researching, and evaluating products
- Creating strategic plans for sub-components of the PMO, such as Schedule, Configuration, Change, Risk, Resource or Quality Management
## Business Consultant II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Business Consultant II can manage teams in completing engagement deliverables across all phases of engagement. The Business Consultant II is a specialist in specific disciplines, methodologies, or specialties required for all aspects of a client engagement. | ■ Bachelors degree or equivalent  
■ Four to six years of experience |

### ABILITIES/RESPONSIBILITIES

The Business Consultant II provides the project framework and planning for engagement teams:

- Evaluating and implementing changes to current processes
- Constructing the project plan for the team
- Managing project sub-tasks and planning resources
- Creating budgets and financial models
- Drawing and presenting conclusions from analyses and data
- Preparing engagement deliverables

The Business Consultant II provides consulting and strategy development support for teams. The Business Consultant II is a specialist in a particular discipline or methodology and can plan and manage discrete sub-tracks of overall solutions or project designs. Typical responsibilities include:

- Designing and developing studies and analyses of organizational dynamics
- Providing knowledge of detailed project management methods, deployment processes and change management processes
- Creating RFI and RFPs
- Providing knowledge of vendors and competitors within an industry, researching and evaluating projects
- Creating strategic plans for sub-components of the PMO, such as Schedule, Configuration, Change, Risk, Resource or Quality Management
## Business Consultant III

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Business Consultant III can manage teams in completing engagement deliverables across all phases of engagement. The Business Consultant III is a specialist in specific disciplines, methodologies, process improvements, change management, or specialties required for all aspects of a client engagement.</td>
<td>• Bachelors degree or equivalent&lt;br&gt;• Seven or more years of experience</td>
</tr>
</tbody>
</table>

### ABILITIES/RESPONSIBILITIES

The Business Consultant III provides the supervisory skills required on a project engagement team:

- Evaluating and implementing changes to current processes  
- Constructing the project plan for the team  
- Managing project sub-tasks and planning resources  
- Creating budgets and financial models  
- Tracking actual vs. budget and providing financial risk assessments, including EVM-level analyses  
- Drawing and presenting conclusions from analyses and data  
- Preparing engagement deliverables  
- Preparing and approving engagement deliverables developed by the project engagement team  

The Business Consultant III has advanced skills in systems development, business process improvement, and change management. Typical responsibilities include:

- Designing and developing studies and analyses of organizational dynamics  
- Providing knowledge of detailed project management methods, deployment processes and change management processes  
- Designing training plans for business users  
- Developing communication plans for the business stakeholders  
- Providing knowledge of vendors and competitors within an industry, researching and evaluating projects  
- Creating strategic plans for sub-components of the PMO, such as Schedule, Configuration, Change, Risk, Resource or Quality Management
## Security Consultant II

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<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Security Consultant II can manage teams in completing engagement deliverables across all phases of engagement. The Security Consultant II is a specialist in specific disciplines, methodologies, or specialties required for all aspects of a client engagement. The Consultant II is also experienced and knowledgeable in the latest HSPD-12 topics, including:  
  - Identity Management  
  - Physical Access Control  
  - Logical Access Control |  
  - Associates degree or equivalent  
  - Four to six years of experience |

### ABILITIES/RESPONSIBILITIES

- Evaluating and implementing changes to current processes  
- Constructing the project plan for the team  
- Managing project sub-tasks and planning resources  
- Creating budgets and financial models  
- Drawing and presenting conclusions from analyses and data  
- Preparing engagement deliverables  

The Security Consultant II provides consulting and strategy development support for teams. The Security Consultant II is a specialist in a particular discipline or methodology and can plan and manage discrete sub-tracks of overall solutions or project designs. Typical responsibilities include:  
- Designing and developing studies and analyses of organizational dynamics  
- Providing knowledge of detailed project management methods, deployment processes and change management processes  
- Creating RFIs and RFPs  
- Providing knowledge of vendors and competitors within an industry, researching and evaluating projects  
- Creating strategic plans for sub-components of the PMO, such as Schedule, Configuration, Change, Risk, Resource or Quality Management
## Senior Engineer

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</thead>
<tbody>
<tr>
<td>The Senior Engineer has overall responsibility to analyze,</td>
<td>■ Bachelors degree or equivalent</td>
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<tr>
<td>implement recommended strategies for an organization. They can</td>
<td>■ Four or more years of experience</td>
</tr>
<tr>
<td>independently manage smaller engagements.</td>
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</tr>
</tbody>
</table>

### ABILITIES/RESPONSIBILITIES

The Senior Engineer provides technical and oversight aspects of training development. Responsibilities include:
- Serves as subject matter expert, possessing in-depth knowledge in ICAM including PIV-enablement of networks, systems and applications.
- Provides analysis related to the design, development, and integration of ICAM hardware and software and all system level requirements to provide an integrated ICAM solution.
- Provides technical/management leadership on major tasks or technology assignments. Establishes goals and plans that meet project objectives. Has domain and expert technical knowledge.
# Senior ICAM Engineer

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<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</thead>
</table>
| The Senior ICAM Engineer is a senior level position qualified to lead teams to success. The Senior ICAM Engineer is experienced and proficient in executing high level projects. They can independently manage smaller engagements. | ▪ Bachelors degree or equivalent  
▪ Six to eight years of experience |

## ABILITIES/RESPONSIBILITIES

The Senior ICAM Engineer has much experience leading teams. Typical responsibilities include:

- Provides technical/engineering leadership on major tasks or technology assignments and establishes technical ICAM program goals and plans that meet project objectives.
- Has domain and expert technical knowledge in ICAM.
- Provides analysis related to the design, development, and integration of ICAM hardware and software and all system level requirements to provide an integrated ICAM solution.
**Operations Manager I**

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<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| The Operations Manager I has relevant experience managing post-deployment activities of products or services, including vendor relationships, service level agreement monitoring, and metrics accumulation and reporting. The Operations Manager I will not provide Information Technology (IT)-based program or project management. | ■ Bachelors degree or equivalent  
■ Six to eight years of experience |

**ABILITIES/RESPONSIBILITIES**

The Operations Manager I is responsible for day-to-day management of a client’s operational environment after a system, product, or service is developed and deployed. In agreement with the client, the Operations Manager I defines the scope of the operations management activity. Their duties include:

■ Evaluating current operations processes and organizational alignment  
■ Maintaining vendor relationships in accordance with contractual obligations  
■ Participating in operational planning and execution as part of, or leading, an operations team

The Operations Manager I provides operational management support for system, product, or services deployed by the client organization. Typical responsibilities include:

■ Defining vendor contractual service level agreements (SLAs)  
■ Identifying key operational performance metrics  
■ Establishing capabilities to report on key operational performance metrics  
■ Tracking actual vendor performance against contractual SLAs  
■ Identifying vendor-related risks to operations and providing mitigation plans to reduce probability and impact of identified risks  
■ Identifying efficiency opportunities, including process, contractual, and/or organization, to implement into the operations environment
Operations Manager II

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Operations Manager II has extensive experience managing post-deployment activities of products or services, including vendor relationships, service level agreement definition and monitoring, and metrics accumulation and reporting. In addition, the Operations Manager II designs policies and procedures to improve operational effectiveness and efficiencies. The Operations Manager II will not provide Information Technology (IT)-based program or project management.</td>
<td>■ Bachelors degree or equivalent  ■ Nine or more years of experience</td>
</tr>
</tbody>
</table>

**ABILITIES/RESPONSIBILITIES**

The Operations Manager II is responsible for day-to-day management of a client’s operational environment after a system, product, or service is developed and deployed. In agreement with the client, the Operations Manager II defines the scope of the operations management activity. Their duties include:

- Evaluating current operations processes and organizational alignment
- Leading the vendor relationship in accordance with contractual obligations
- Leading operational planning and execution of an operations team

The Operations Manager II provides operational management support for system, product, or services deployed by the client organization. Typical responsibilities include:

- Defining vendor contractual service level agreements (SLAs)
- Identifying key operational performance metrics
- Establishing capabilities to report on key operational performance metrics
- Tracking actual vendor performance against contractual SLAs
- Identifying vendor-related, process, and/or organizational risks to operations and providing mitigation plans to reduce probability and impact of identified risks
- Identifying efficiency opportunities, including process, contractual, and/or organization, to implement into the operations environment
- Design and develop operational performance initiatives to enhance the system, product, or service
## Architect I

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<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| The Architect I has relevant experience in designing business and technical architectures, business processes, and technical solutions across multiple organizational functions. The Architect I combines a range of industry knowledge with business process and technical data modeling experience to break down conceptual, vaguely defined business and technical challenges into manageable and actionable performance improvement plans. | ■ Bachelors degree or equivalent  
■ Six to eight years of experience |

### ABILITIES/RESPONSIBILITIES

The Architect I specializes in resolving project or operational challenges. On a project, the Architect I is utilized to review business or technical problems at a conceptual level and engineer tangible business solutions. Their duties include:

- Evaluating current operations processes and organizational alignment
- Maintaining vendor relationships in accordance with contractual obligations
- Participating in operational planning and execution as part of, or leading, an operations team

The Architect I brings a level of expertise to problem resolution capabilities typically not possessed by the client organization. Typical responsibilities include:

- Analyzing client cross-functional business or technical challenge experienced by the client organization
- Designing a sustainable business or technical model to mitigate or overcome organizational challenges
- Developing a framework, or approach, to implement the business model
The Architect II has experience in designing business and technical architectures, business processes, and technical solutions across multiple organizational functions. The Architect II combines a range of industry knowledge with business process and technical data modeling experience to break down conceptual, vaguely defined business and technical challenges into manageable and actionable performance improvement plans.

**ABILITIES/RESPONSIBILITIES**

The Architect II specializes in resolving project or operational challenges. On a project, the Architect II is utilized to review business or technical problems at a conceptual level and engineer tangible business solutions. Their duties include:

- Evaluating current operations processes and organizational alignment
- Maintaining vendor relationships in accordance with contractual obligations
- Participating in operational planning and execution as part of, or leading, an operations team

The Architect II problem resolution capabilities typically not possessed by the client organization. Typical responsibilities include:

- Analyzing a specific business or technical challenge experienced by the client organization
- Designing a sustainable business or technical model to mitigate or overcome organizational challenges
- Applying governance to the cross-functional problem resolution process as most organizations’ current structure does not support a cross-functional governance model
- Developing a framework, or approach, to implement the business model
- Leading a business reengineering effort to implement changes outlined in the business model approach

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<td>The Architect II has experience in designing business and technical architectures, business processes, and technical solutions across multiple organizational functions. The Architect II combines a range of industry knowledge with business process and technical data modeling experience to break down conceptual, vaguely defined business and technical challenges into manageable and actionable performance improvement plans.</td>
<td>■ Bachelors degree or equivalent ■ Nine or more years of experience</td>
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</table>
Security Architect I

<table>
<thead>
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<th>DESCRIPTION</th>
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</thead>
</table>
| The Security Architect I has relevant experience in designing business and technical architectures, business processes, and technical solutions across multiple organizational functions. The Security Architect I combines a range of industry knowledge with business process and technical data modeling experience to break down conceptual, vaguely defined business and technical challenges into manageable and actionable performance improvement plans. The Security Architect I is also experienced and knowledgeable in the latest HSPD-12 topics, including: | ■ Associates degree or equivalent  
■ Six to eight years of experience |
| • Identity Management  
• Physical Access Control  
• Logical Access Control |  

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<td>The Architect I specializes in resolving project or operational challenges. On a project, the Architect I is utilized to review business or technical problems at a conceptual level and engineer tangible business solutions. Their duties include:</td>
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■ Evaluating current operations processes and organizational alignment  
■ Maintaining vendor relationships in accordance with contractual obligations  
■ Participating in operational planning and execution as part of, or leading, an operations team |
| The Architect I brings a level of expertise to problem resolution capabilities typically not possessed by the client organization. Typical responsibilities include: |  
■ Analyzing client cross-functional business or technical challenge experienced by the client organization  
■ Designing a sustainable business or technical model to mitigate or overcome organizational challenges  
■ Developing a framework, or approach, to implement the business model |
**Subject Matter Expert I**

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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<tbody>
<tr>
<td>As an expert, the Subject Matter Expert I can operate across the enterprise on multiple projects, providing insight and industry solutions within their area of expertise. Typically, their expertise in a particular area or field is recognized by third party sources through certifications and associations.</td>
<td>■ Bachelors degree or equivalent&lt;br&gt;■ Six to eight years of experience</td>
</tr>
</tbody>
</table>

**ABILITIES/RESPONSIBILITIES**

The Subject Matter Expert I is brought onto an engagement for their specific expertise, not in a managerial capacity. Typical duties include:

■ Performing analysis, design, development, testing and documentation for components within the area of expertise<br>■ Facilitating and reviewing business requirements for the project team<br>■ Providing knowledge of detailed software design, deployment processes, and change management processes for components within the area of technical expertise<br>■ Providing knowledge of vendors, competitors and industry standards and trends within the area of expertise<br>■ Providing trouble shooting and issue resolution<br>■ Researching and evaluating products and services<br>■ Estimating hardware/software costs for project tracks

The Subject Matter Expert I responsibilities typically include:

■ Reviewing or creating project deliverables<br>■ Verifying project deliverables meet or exceed industry standards
Subject Matter Expert II

**DESCRIPTION**
As an expert, the Subject Matter Expert II can operate across the enterprise on multiple projects, providing insight and industry solutions within their area of expertise. Typically, their expertise in a particular area or field is recognized by third party sources through certifications and associations.

**EDUCATION/EQUIVALENT/EXPERIENCE**
- Bachelors degree or equivalent
- Seven or more years of experience

**ABILITIES/RESPONSIBILITIES**
The Subject Matter Expert II is brought onto an engagement for their specific expertise, not in a managerial capacity. Typical duties include:
- Performing analysis, design, development, testing and documentation for components within the area of expertise
- Facilitating, reviewing, and creating business requirements for the project team
- Providing knowledge of detailed software design, deployment processes, and change management processes for components within the area of technical expertise
- Providing knowledge of vendors, competitors and industry standards and trends within the area of expertise
- Providing knowledge of performance and quality shortcomings and recommend technical solutions to resolve gaps
- Estimating hardware/software costs for project tracks
- Evaluating architectures, designs, and solutions for performance and quality shortcomings and recommend technical solutions to resolve gaps

The Subject Matter Expert II responsibilities typically include:
- Reviewing or creating project deliverables
- Verifying project deliverables meet or exceed industry standards
- Validating project planning assumptions are realistic and verifiable
## Communications Specialist

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| The Communications Specialist has experience in organizational and technical project communications assessment, development and execution. The Communications Specialist has worked within a team to ensure project success through communication strategies. | ■ Bachelors degree or equivalent  
■ Three or more years of experience |

<table>
<thead>
<tr>
<th>ABILITIES/RESPONSIBILITIES</th>
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</table>
| The Communications Technical Expert can work independently or as part of a project team. Their duties include:  
■ Develops communication strategy and plans for ICAM and enterprise PIV logical access tasks.  
■ Writes a variety of technical/business articles, reports, brochures, and/or manuals for documentation for a wide range of uses.  
■ Possesses and applies a comprehensive knowledge across key tasks and high impact assignments. Plans and leads major technology assignments. |
## Communications Consultant I

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| A Communications Consultant I provides a supporting role to project communications, including planning and execution. | ■ Bachelors degree or equivalent  
■ One to three years of experience |

### ABILITIES/RESPONSIBILITIES

The Communications Consultant I works as part of a larger communications team predominately on large projects fundamentally changing the customer's business processes. Their duties include:

- Maintaining project communication matrices as the project evolves through its lifecycle (i.e., planning through implementation)
- Maintaining the project communication plan for internal and external communication, tracking progress against the plan, and providing reporting

The Communications Consultant I is responsible for supporting the definition and execution of the project's communication plan. Typical responsibilities include:

- Tracking execution of the communication plan
- Updating communication plan deliverables, as directed
- Monitoring and reporting results of the feedback loop created to capture stakeholder input on communication to incorporate into future communication, as appropriate
## Communications Consultant II

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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| The Communications Consultant II has experience in organizational and project communications planning development and execution. The Communications Consultant II has led and worked within a team to ensure project success through communication tools | ▪ Bachelors degree or equivalent  
▪ Four or more years of experience |

### ABILITIES/RESPONSIBILITIES

The Communications Consultant II can work independently or as part of a project team. Their duties include:

- Evaluating current client internal and external communication planning and execution against industry standards
- Assisting with or creating project communication matrices, including communication method, message, owner, target audience, stakeholders, and approvers
- Developing a project communication plan for internal and external communication

The Communications Consultant II is responsible for defining and executing the project’s communication plan. Typical responsibilities include:

- Recommending best practice communication planning to the client organization
- Tracking execution of the communication plan
- Establishing a feedback loop to capture stakeholder feedback on communication to incorporate into future communication, as appropriate
Communications Technical Expert

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<tbody>
<tr>
<td>The Communications Technical Expert has experience in organizational and</td>
<td>■ Associates degree or equivalent</td>
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<tr>
<td>technical project communications planning, development and execution. The</td>
<td>■ Three or more years of experience</td>
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<tr>
<td>Communications Technical Expert has worked within a team to ensure project</td>
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<tr>
<td>success through communication tools.</td>
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</table>

**ABILITIES/RESPONSIBILITIES**

The Communications Technical Expert can work independently or as part of a project team. Their duties include:
- Analyzing current client technical communication processes and execution against industry standards
- Creating technical project communication “as is” and “to be” roadmaps, including communication method, message, owner, target audience, stakeholders, and approvers
- Tailoring and implementing a technical project communication plan

The Communications Consultant II is responsible for defining and executing the project’s communication plan. Typical responsibilities include:
- Recommending best practice technical project communication planning to the client organization
- Clearly communicate their technical recommendations
- Work closely with the team to ensure a full understanding of the proper procedures
## Financial Consultant II

<table>
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<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</table>
| The Financial Consultant II has at least three years of relevant experience in organizational and project financial management and analysis, including, but not limited to, cost/benefit analysis, build vs. buy analysis, budgeting, and accounting process analysis. | ■ Bachelors degree or equivalent  
■ Three or more years of experience |

### ABILITIES/RESPONSIBILITIES

The Financial Consultant II can work independently or as part of a project team. Their duties include:

■ Evaluating project budget assumptions against industry standards  
■ Reporting project financials, as needed  
■ Providing conclusions of project financial analysis to project and client management  
■ Providing cost/benefit analysis for products and/or services being considered by the client  
■ Reviewing and providing assessment of current client organization financial management processes and controls

The Financial Consultant II works independently or as part of a management team providing financial analysis expertise and management support. Typical responsibilities include:

■ Recommending financial best practices to client organization, as needed  
■ Providing a best practice approach to completing a cost/benefit analysis  
■ Reviewing financial components of vendor RFP responses  
■ Developing the methodology to define organizational cost components for comparison (e.g., total cost of ownership)  
■ Raising project risks related to project financial management to project management team
## Project Controller I

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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<tbody>
<tr>
<td>The Project Controller I takes direction from the project, or program,</td>
<td>■ Bachelors degree or equivalent</td>
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<tr>
<td>manager, completing assigned project support functions, including</td>
<td>■ One to three years of experience</td>
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<tr>
<td>documentation delivery, budgeting &amp; accounting, and project planning. A</td>
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<tr>
<td>Project Controller I is also expected to be trained and have expert-level</td>
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<td>knowledge in eMentum’s consulting tools.</td>
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<tr>
<td>ABILITIES/RESPONSIBILITIES</td>
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<tr>
<td>The Project Controller I provides a support function for large projects,</td>
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<tr>
<td>or programs. Responsibilities include:</td>
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<tr>
<td>■ Maintaining large-scale project plans, including resource distribution,</td>
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<td>task integrity (start/end date maintenance), and highlighting variances</td>
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<td>to baseline</td>
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<tr>
<td>■ Project budgeting and accounting support, including tracking billable</td>
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<td>hours, project invoicing, and reporting on actual spend vs. planned spend</td>
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<tr>
<td>■ Understanding of core project deliverables</td>
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<tr>
<td>■ Executive presentation support, including input on project planning,</td>
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<tr>
<td>budgeting and accounting, and presentation organization and delivery</td>
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**Training Manager**

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<tr>
<th>DESCRIPTION</th>
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</table>
| The Training Manager has overall responsibility to analyze, implement recommended training for an organization. They can independently manage smaller engagements. | ■ Associates degree or equivalent  
■ Four or more years of experience |

**ABILITIES/RESPONSIBILITIES**

The Training Manager provides technical and oversight aspects of training development. Responsibilities include:

■ Initial organizational training analysis
■ Designs and develops training curricula
■ Recommends appropriate training to support organizational growth
■ Implements training plan and monitors budget and schedule
■ Evaluates effectiveness of training
**Program Manager I**

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Program Manager I has advanced project management and/or industry skills and can manage multiple teams through the lifecycle of the consulting engagement. They can independently manage smaller engagements. | ■ Bachelors degree or equivalent  
■ Six to eight years of experience |

**ABILITIES/RESPONSIBILITIES**

The Program Manager I is responsible for day-to-day management of project tracks or tasks, identifying scope of tasks and affixing resources to the various project components. Their duties include:

■ Evaluating current technical and business processes  
■ Identifying strategic technical opportunities and preparing business cases  
■ Implementing solutions and conducting related training  
■ Managing project sub-tasks and planning resources  
■ Drawing and presenting conclusions from analyses and data

The Program Manager I provides program and management support for engagement teams and vendors to develop and deliver engagement solutions to clients’ challenges. Typical responsibilities include:

■ Managing multiple teams in multiple environments (initiation, planning, monitoring, controlling, deliverable)  
■ Develop ‘current state’ problem definitions  
■ Develop short and long term visions for strategic plans  
■ Prepare business cases  
■ Managing vendor and other business partner relationships  
■ Managing project resources and day-to-day administrative operations  
■ Estimating resources, durations and costs for project tracks  
■ Manage sub-project budgets
# Program Manager II

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
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</thead>
<tbody>
<tr>
<td>The Program Manager II possesses demonstrated advanced project management and/or industry skills. They will manage either large or numerous teams through the lifecycle of a consulting engagement. They can independently manage medium sized engagements.</td>
<td>■ Bachelors degree or equivalent&lt;br&gt;■ Nine to ten years of experience, including management of large-scale client engagements and implementations</td>
</tr>
</tbody>
</table>

## ABILITIES/RESPONSIBILITIES

The Program Manager II provides leadership, guidance, and program direction to project teams and client executives, determines project plans, manages resources, and ensures engagement solutions are feasible and relevant. Typical responsibilities include:

- Establish project objectives and communicate progress
- Manage day-to-day client relationships, issues and feedback
- Communicate potential impacts and benefits of recommended technical solutions
- Manage project resources

The Program Manager II provides program and management support for engagement teams and vendors to develop and deliver engagement solutions to clients’ challenges. Typical responsibilities include:

- Managing multiple teams in multiple environments (initiation, planning, monitoring, controlling, deliverable)
- Design and articulate paths from ‘current state’ to ‘future state’
- Develop short and long term visions for strategic plans
- Managing vendor and other business partner relationships
- Define business requirements during the strategy or business process analysis phases of projects
- Identify strategic business opportunities and prepare business cases
- Manage project tracks and plan resources
- Manage program budget
## Senior Program Manager

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EDUCATION/EQUIVALENT/EXPERIENCE</th>
</tr>
</thead>
</table>
| The Senior Program Manager has extensive experience in strategy, business and action planning, process, and productivity improvement and delivery of successful solutions. The Senior Program Manager provides expert guidance and knowledge management to client executives and the engagement. | - Bachelors degree or equivalent  
- 12 or more years of executive level experience including large-scale consulting projects |

### ABILITIES/RESPONSIBILITIES

The Senior Program Manager is responsible for leading engagement teams and meeting contract obligations. Typical responsibilities include:

- Establishing mission formulation and assessment
- Creating program objectives and business goals
- Economic modeling
- Developing the vision and roadmap for the organization or engagement
- Supply chain management and strategic sourcing
- Providing guidance and leadership to engagement
- Providing expert advice and counseling to clients on critical issues
- Managing client relationships, issues and feedback
- Deliver completed quality engagements, managing contract provisions and project resources.
Security Manager I

**DESCRIPTION**

The Security Manager I has advanced project management and/or industry skills and can manage multiple teams through the lifecycle of the consulting engagement. They can independently manage smaller engagements. The Security Manager I is also knowledgeable in the latest HSPD-12 topics, including:
- Identity Management
- Physical Access Control
- Logical Access Control

**EDUCATION/EQUIVALENT/EXPERIENCE**

- Associates degree or equivalent
- Six to eight years of experience

**ABILITIES/RESPONSIBILITIES**

The Security Manager I is responsible for day-to-day management of project tracks or tasks, identifying scope of tasks and affixing resources to the various project components. Their duties include:

- Evaluating current technical and business processes
- Identifying strategic technical opportunities and preparing business cases
- Implementing solutions and conducting related training
- Managing project sub-tasks and planning resources
- Drawing and presenting conclusions from analyses and data

The Security Manager I provides program and management support for engagement teams and vendors to develop and deliver engagement solutions to clients’ challenges. Typical responsibilities include:

- Managing multiple teams in multiple environments (initiation, planning, monitoring, controlling, deliverable)
- Develop ‘current state’ problem definitions
- Develop short and long term visions for strategic plans
- Prepare business cases
- Managing vendor and other business partner relationships
- Managing project resources and day-to-day administrative operations
- Estimating resources, durations and costs for project tracks
- Manage sub-project budgets
### III. PRICING

<table>
<thead>
<tr>
<th>LABOR CATEGORY</th>
<th>RATE</th>
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<tbody>
<tr>
<td>ADMINISTRATIVE ASSISTANT I</td>
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The Service Contract Labor Standards, formerly the Service Contract Act (SCA), 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.