General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List

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

MAS SCHEDULE

Federal Supply Group: Professional Services

Contract Number GS-00F-392GA

APPRIO, Inc.
425 3rd Street, SW Suite 600
Washington, DC 20024
Phone: 202-638-6987
Fax: 202-638-6989
Website: www.appriorinc.com
Email: dbritt@appriorinc.com

Contract Administrator: Darryl Britt

Period Covered by Contract: September 15, 2017 through September 14, 2022

Catalog effective through Modification PA-0008 dated January 20, 2022

Business Size: Other than Small Business

In accordance with 13 C.F.R. 121.404, the Contractor is ineligible to participate in any RFQ that is set aside for small business where the subject contract’s awarded size status for the preponderance NAICS designated in the RFQ is “other than small”.

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

1a. Table of Awarded Special Item Numbers:
   SIN 54151S/STLOC/RC – Information Technology Professional Services
   SIN 54151HEAL/STLOC/RC – Health Information Technology Professional Services
   SIN 541611/RC - Management and Financial Consulting, Acquisition and Grants Management
   Support, and Business Program and Project Management Services
   SIN 611430/RC - Professional and Management Development Training
   SIN 541612EPM/RC - Employee Performance Management
   SIN 561EEO/RC - EEO Services
   SIN 56131/RC - Talent Acquisition
   SIN 541612ER/RC - Employee Relations
   SIN 541612LR/RC - Labor Relations
   SIN 541214HR/RC - Compensation & Benefits
   SIN 524292/RC - Separation & Retirement
   SIN OLM/RC - Order-Level Materials (OLM)

1b. Identification of Lowest Unit Price: See attached pricelist.

1c. APPRIO, Inc. is offering labor categories at hourly rates.

2. Maximum order: $1,000,000

3. Minimum order: $100.00

4. Geographic coverage: Domestic

5. Point(s) of production (city, county, and state, or foreign country): Not applicable

6. Discount from list prices or statement of net prices: See attached pricelist.

7. Quantity Discounts: An additional .5% discount on all single orders exceeding $150,000,
an additional 1% discount on all single orders exceeding $300,000 and an additional
1.5% discount on all single orders exceeding $500,000.

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

9. Foreign items: Not applicable

10a. Time of Delivery: Specified on the task order

10b. Expedited delivery: Not applicable

10c. Overnight and 2-day delivery: Not applicable

10d. Urgent Requirements: Not applicable
11. F.O.B. point(s): Destination

12a. Ordering Address: Same as Contractor

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

13. Payment address:
   APPRIO, Inc.
   425 3rd Street, SW Suite 890
   Washington, DC 20024
   Attn: Accounts Receivable


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

18a. Terms and conditions of repair parts: Not applicable

18b. Terms and conditions for any other services: Not applicable

19. List of services and distribution points: Not applicable

20. List of participating dealers: Not applicable

21. Preventive maintenance: Not applicable

22a. Special attributes such as environmental attributes: Not applicable

22b. Section 508 Compliance: Not applicable

23. Unique Entity Identifier (UEIN) Number: 120183715

24. Notification regarding registration in System for Award Management (SAM) database: APPRIO, Inc is registered. CAGE Code: 3NHF8

Final Pricing: The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.
## GSA Price List

### Professional Services Labor Categories

<table>
<thead>
<tr>
<th>SINs</th>
<th>Labor Categories</th>
<th>GSA Price 9/15/21 - 9/14/22</th>
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<td>Labor Categories</td>
<td>GSA Price 9/15/21 - 9/14/22</td>
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## IT Professional Services and Health IT Labor Categories

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## Training Courses

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The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (** in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).
Labor Category Descriptions

**Professional Services**

**Admin/Clerical Support I**
**Duties:** Performs general computer, financial, editing, word processing, graphics, and administrative skills in support of project teams.
**Experience:** 2 years of administrative experience.
**Education:** High School diploma or GED is required.

**Admin/Clerical Support II**
**Duties:** Performs general computer, financial, editing, word processing, graphics, and administrative skills in support of project teams.
**Experience:** 3 years of administrative experience.
**Education:** High School diploma or GED is required.

**Admin/Clerical Support III**
**Duties:** Performs general computer, financial, editing, word processing, graphics, and administrative skills in support of project teams.
**Experience:** 5 years of administrative experience.
**Education:** High School diploma or GED is required.

**Analyst**
**Duties:** Applies knowledge of and experience with technological, programmatic, program management or business fields to support the analysis of moderately complex systems engineering, systems technology, support systems, program management, management, or other related programs.
**Experience:** 2 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

**Associate Analyst**
**Duties:** Applies knowledge of and experience with technological, programmatic, program management or business fields to support the analysis of moderately complex systems engineering, systems technology, support systems, program management, management or other related programs.
**Experience:** 1 year of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

**Conference Planner**
**Duties:** Plans, moderates, and leads discussions on programmatic topics for strategic planning, brainstorming, and system implementation seminars
**Experience:** 3 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.
Coordinator
Duties: Provides administrative and logistical support for managers. Coordinates the physical delivery of training courses. May assist in desktop publishing, coordinating training material reproduction, and coordinating computer equipment, maintenance, vendor, travel, etc. requirements.
Experience: 1 year of experience in related field of expertise.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Counselor/Trainer I
Duties: Assesses training requirements, develops alternatives for training methods, implements methods, and leads training efforts for selected options. Provides training packages to meet specific needs.
Experience: 2 years of experience in related field of expertise.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Counselor/Trainer II
Duties: Assesses training requirements, develops alternatives for training methods, implements methods, and leads training efforts for selected options. Provides training packages to meet specific needs.
Experience: 4 years of experience in related field of expertise.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Database Analyst
Duties: Researches and evaluates alternatives and recommends solutions for database and system design. Supports problem resolution and database performance tuning. Provides data administration support for the development and maintenance of production and test database environments.
Experience: 2 years of experience in related field of expertise.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Distance Learning (DL) Producer
Duties: The DL Producer performs work in computer based training and interactive web sites. This includes work in graphics, presentation, network-monitoring, and network-performance management. Consults with curriculum development specialists and instructors/trainers to develop applications useful for remote, web-based, or stand-alone computer training. May use state-of-the-art software for enterprise networks to monitor and control a data or data/telephony network. Work may include using software to perform discovery and mapping of network devices, apply bulk configuration tools with backup and restore, device set-up wizards, troubleshooting tools that can rapidly locate and fix network problems, and tools that simplify managing routers or switches.
Experience: 6 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.
Editor
Duties: The Editor reviews, edits and proofreads documents to ensure they conform to accepted styles and convey the desired message. The Editor is experienced in writing, editing, and manuscript review. The Editor has performed full-performance level work in a variety of settings and has worked with instructional, scientific, and expository writings. Performs basic editing for correct grammar, punctuation, style, and ensures the format meets customer agency publication standards and procedures. Evaluates documents in terms of purpose, audience, scope, content, organization, and logic. May recommend changes in emphasis in presentation, coverage, balance, and suitability of expression; evaluates for paragraph unity and coherence; and eliminates jargon and redundancies. Proposes changes or ways and techniques that might be used to improve the presentation of the training material. Evaluates the appropriateness and accuracy of graphic materials and suggests the use of or improvements to graphic presentations to better convey the desired information. Ensures instructional materials are well written and logically structured. Ensures that illustrations and captions are correct.
Experience: 3 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.

Graphic Artist
Duties: Designs and develops graphics and illustrations for use in technical materials, manuals, and other publications.
Experience: 3 years of directly related experience.
Education: High school diploma or GED required.

Junior Editor
Duties: The Jr. Editor reviews and edits complex documents and proofreads documents to ensure they conform to accepted style and convey the desired message. Tasks may include editing manuscripts and reports, comments on proposed rulemaking, and other documents written for the training programs of the organization.
Experience: 1 year of experience in related field of expertise.
Education: Bachelor’s degree in related field.

Junior Instructional Systems Designer
Duties: The Junior Instructional Systems Designer (JISD) assists in the designs and development of training programs and materials. The JISD possesses good written and oral communication skills, interpersonal skills, analytical skills, and a strong attention to detail. Develops effective and sustainable training courseware and curriculum for various delivery methods including classroom, synchronous online virtual classroom, asynchronous online and distance learning. Works closely with client and Subject Matter Experts (SME) to identify what students need to learn; develops objectives, and ensures content matches those objectives. Customizes and revises COTS courses/learning modules as required to meet specific client needs. Applies adult learning theories and strategies to structure course/program content and activities to maximize the effectiveness of student learning.
Experience: 4 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.
Multimedia Courseware Developer

**Duties:** The Multimedia Courseware Developer develops online training programs/applications that bring together text, sound, graphics, photographs, 2D/3D models, 2D/3D animations, and videos. The MCD has working knowledge of a broad range of design and development tools and platforms and interactive presentation tools. Specific skills and responsibilities include the following: Creates online training materials in accordance with storyboards including learning modules, games, instructional activities, job aides, animation, sound files, graphics, video, and simulations. Interprets client requirements, design layouts for storyboards, research information, decide most effective multimedia tools to utilize, and develop training materials and support files. Ensures SCORM and Section 508 compliancy Integrates courses into learning platforms, portals and learning management systems as required.

**Experience:** 3 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field.

Principal Analyst

**Duties:** Applies knowledge of and experience with technological, programmatic, program management or business fields to support the analysis of complex systems engineering, systems technology, support systems, program management, management or other related programs.

**Experience:** 8 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field. A graduate degree in any related field will be considered equivalent to 5 years of experience.

Programmer

**Duties:** The Programmer provides technical and programming support for the development of computer and/or web-based training and websites. Analyzes client environment and needs to evaluate the technological approach and/or tools to produce the best learning and performance impact for the specific engagement. Develops highly interactive online learning segments including simulation and game-based instructional activities. Develops online performance support tools and products. The programmer is proficient in one or more programming languages and/or multimedia programming tools, such as Flash, Java, JavaScript, etc. Specific skills and responsibilities include experience in developing websites and/or web applications. Solid understanding of navigation and GUI for maximizing usability. Collaborates closely with instructional design team to design and implement effective and engaging online courseware and job aides. Understands Shareable Content Object Reference Model (SCORM) standards and Section 508 compliance requirements.

**Experience:** 2 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field.

Program Manager

**Duties:** The Program Manager (PM) manages to ensure success and uncompromised satisfaction of the client. Works effectively in client organizations and environments, successfully communicates with different levels of management, and participates in solution development. Leads project planning and execution, including designing and structuring the project approach and creating Management Plans, in collaboration with the Performance Solutions Team, the client, and others, as required by the project. Effectively manages cross-functional team performance in adherence to the approved Management Plan to meet client’s learning and
performance goals. Collaborates with clients to help them identify and plan for their agencies’ future learning challenges.

**Experience:** 6 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field.

**Project Coordinator**

**Duties:** Assists Project/Task Managers with the facilitation and documentation of project meetings, updates project issue logs, and updates other project documents and deliverables as required. Coordinates project monitoring, tracking, and communications. Oversees the completion of support project deliverables.

**Experience:** 6 years of experience in a program management environment.

**Education:** Bachelor’s degree in related field. An additional four 4 years of directly related experience may be substituted for the bachelor’s degree.

**Project Manager**

**Duties:** Directs, coordinates, and exercises supervisory authority for planning, organizing, controlling, integrating and completing programs. Develops and establishes procedures and guidelines for daily operation of assigned program. Executes and implements program directives and develops systems and controls to carry out program tasks. Determines work schedules, sets priorities, and implements procedures for performing work activities. Directs and monitors work results for meeting customer requirements, specifications, and quality assurance standards. Evaluates performance of assigned program tasks in terms of quality, cost control, and program schedules.

**Experience:** 18 years of experience in general program management.

**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

**Senior Analyst**

**Duties:** Applies knowledge of and experience with technological, programmatic, program management or business fields to support the analysis of complex systems engineering, systems technology, support systems, program management, management or other related programs.

**Experience:** 5 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

**Senior Graphic Designer**

**Duties:** The Graphics Designer creates concepts, designs and develops graphical user interfaces, illustrations, animations or other graphics to support instructional resource solutions including reports, briefings, instructor materials, training aids, videos, web sites or other media. Designs and develops graphical interfaces that are user friendly. Uses desktop publishing software to format publications to enhance appeal and readability of information. Uses close caption multimedia elements for compliance with Section 508 of the Rehabilitation Act. Resources, selects, and enhances photographs for inclusion in materials. Creates graphics and charts to support the presentation of analytic data and results.

**Experience:** 4 years of experience in related field of expertise.

**Education:** Bachelor’s degree in related field.
Senior Facilitator Analyst
Duties: Plans, moderates, and leads discussions on programmatic topics for strategic planning, brainstorming, and system implementation seminars. Provides facilitation and related decision support services.
Experience: 6 years of experience in related field of expertise.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Senior Instructional Systems Designer
Duties: The Senior Instructional Systems Designer (SISD) provides overall direction for the design and development of all types of training programs and materials including design documents, content outlines, storyboards, support materials for asynchronous online learning programs, instructor guides and participant manuals for classroom-based and synchronous online instructor-led training. The SISD possesses excellent written and oral communication skills, interpersonal skills, analytical skills, and a strong attention to detail. Provides leadership, technical project coordination, consultative services, and liaison with cross-functional work teams, key stakeholders and subject matter experts to develop course specifications and gather course content. Works with client to determine the goals of the training and informational needs and recommends format, content, method of delivery and appropriate audience. Develops effective and sustainable training courseware and curriculum for various delivery methods including classroom, synchronous online virtual classroom, asynchronous online and distance learning. Customizes and revises COTS courses/learning modules as required to meet specific client needs. Applies adult learning theories and strategies to structure course/program content and instructional activities to maximize the effectiveness of student learning. Ensures SCORM and Section 508 compliance as required. Designs, develops and incorporates measurement and assessments and course surveys as required to determine effectiveness of training sessions.
Experience: 8 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.

Senior Instructional Technologist
Duties: The Senior Instructional Technologist (SIT) researches and develops a variety of instructional technologies, methods and approaches in order to ensure technically and doctrinally sound training products. The SIT has an extensive background in planning, developing, and implementing training and training development programs using state-of-the-art approaches. Provides technical guidance and support in analyzing, developing, designing, validating, evaluating and fielding learning products such as training modules, webinars, and presentation materials. Provides guidance based on project requirements and guidelines. Research training technologies, conducts analysis of curriculum to ensure training materials meet required standards. Collaborates with SMEs to design e-learning, mobile learning, and/or simulations.
Experience: 3 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.

Senior Program Manager
Duties: The Senior Program Manager (Senior PM) delivers products and services that exceed client expectations. The Senior PM provides practical expertise, professional studies, and
industry knowledge to ensure vendor alignment with the changing needs and challenges of agency clients. Designs and structures project approach and creates Management Plans to meet the client agency’s learning and performance goals. Manages large, complex, or technically advanced client learning and performance support solutions projects. Leads multiple large engagements simultaneously and successfully. Guides and mentors Program Managers to ensure consistent delivery of satisfaction and success across all projects.

**Experience:** 10 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field.

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**Senior Project Coordinator**
**Duties:** Assists Project/Task Managers with the facilitation and documentation of project meetings, updates project issue logs, and updates other project documents and deliverables as required. Coordinates project monitoring, tracking, and communications. Oversees the completion of support project deliverables.

**Experience:** 8 years of experience in a program management environment.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

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**Senior Project Manager**
**Duties:** Directs, coordinates, and exercises supervisory authority for planning, organizing, controlling, integrating, and completing programs. Develops and establishes procedures and guidelines for daily operation of assigned program. Executes and implements program directives and develops systems and controls to carry out program tasks. Directs and monitors work results for meeting customer requirements, specifications, and quality assurance standards. Evaluates performance of assigned program tasks in terms of quality, cost control, and program schedules.

**Experience:** 20 years of experience in general program management.
**Education:** Bachelor’s degree in related field. A graduate degree in any related field will be considered equivalent to 5 years of experience.

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**Senior Survey Analyst**
**Duties:** Develops and design surveys, analyzes market research results, supports client analyses, and creates and presents reports. Provides analytical support for marketing and business-development programs and performs ad hoc strategic analyses for management.

**Experience:** 7 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

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**Specialist I**
**Duties:** Provides recommended changes in the technical approach. Plans and develops new technical methods or approaches as warranted by advancements in state-of-the-art technology. Provides direct communication of unique/innovative practices between the company and the client.

**Experience:** 1 year of experience in related field of expertise
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.
Specialist II
**Duties:** Provides recommended changes in the technical approach. Plans and develops new technical methods or approaches as warranted by advancements in state-of-the-art technology. Provides direct communication of unique/innovative practices between the company and the client.
**Experience:** 3 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Specialist III
**Duties:** Provides recommended changes in the technical approach. Plans and develops new technical methods or approaches as warranted by advancements in state-of-the-art technology. Provides direct communication of unique/innovative practices between the company and the client.
**Experience:** 5 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Subject Matter Expert
**Duties:** The Subject Matter Expert (SME) has profound experience in the area of specialty. The SME has specialized training and education in the subject matter area and has performed the work at the executive, management or senior level. The SME's expertise has been developed by progressively more complex experience over a long term of employment. Provides expertise for a variety of purposes including development of training content and review of training materials. Advises instructional design team on training curriculum. Evaluates training program for compliance and effectiveness. Interprets regulations or new developments in the specialty field.
**Experience:** 8 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field.

Survey Analyst
**Duties:** Develops and design surveys, analyzes market research results, supports client analyses, and creates and presents reports. Provides analytical support for marketing and business-development programs and performs ad hoc strategic analyses for management.
**Experience:** 3 years of experience in related field of expertise.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Task Coordinator
**Duties:** Assists Project/Task Managers with the facilitation and documentation of project meetings, updates project issue logs, and updates other project documents and deliverables as required. Coordinates project monitoring, tracking, and communications. Oversees the completion of support project deliverables.
**Experience:** 4 years of experience in a program management environment.
**Education:** Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.
Task Leader

Duties: Directs, coordinates, and exercises supervisory authority for planning, organizing, controlling, integrating, and completing projects. Develops and establishes procedures and guidelines for daily operation of assigned program. Determines work schedules, sets priorities, and implements procedures for performing work activities. Directs and monitors work results for meeting customer requirements, specifications, and quality assurance standards.

Experience: 10 years of experience in general project management.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Technical Editor

Duties: Develops and edits material for reports, manuals, briefs, instruction manuals, catalogs, training material, and other technical publications. Reviews journals, reports, and similar material to become familiar with product or process terminology.

Experience: 2 years of experience writing and editing for technical disciplines.
Education: Bachelor’s degree in related field. An additional 4 years of directly related experience may be substituted for the bachelor’s degree.

Technician I

Duties: Assists managers by collecting, entering, retrieving, organizing, or maintaining analytical data. Duties may also include technical document typing and editing, data entry/retrieval, report generation, and other direct technical administrative support to managers.

Experience: 1 year of experience in related technical field of expertise.
Education: Associate’s degree in related field. An additional 2 years of directly related experience may be substituted for the associate’s degree.

Technician II

Duties: Assists managers by collecting, entering, retrieving, organizing, or maintaining analytical data. Duties may also include technical document typing and editing, data entry/retrieval, report generation, and other direct technical administrative support to managers.

Experience: 3 years of experience in related technical field of expertise.
Education: Associate’s degree in related field. An additional 2 years of directly related experience may be substituted for the associate’s degree.

Training Support Specialist

Duties: The Training Assistant (TA) provides administrative support to training project teams and managers. Assists with preparation of training documents and materials. Assists with registration, helpdesk and telephone support. Assist with scheduling of training sessions and booking / notifying all relevant parties. Send out course evaluation (feedback) questionnaires and compile feedback for the training project manager. Update training records as required. Coordinate receipt and delivery of CEU certificates as required.

Experience: 2 years of experience in related field of expertise.
Education: Bachelor’s degree in related field.
**Human Resources**

**Classification Specialist**

The Associate may conduct job analyses, evaluations, examinations, or other fact-finding studies and is able to write position classification and job grading standards and guides. The Associate performs, among other tasks, the following:

- analyzes, evaluates, and classifies positions for several dissimilar occupational groups that include but not limited to professional, technical, administrative and wage grade.
- contacts requesting official to obtain additional information or to clarify duties/responsibilities in proposed position description.
- prepares evaluation statements to substantiate findings in appropriate format using proper classification standards.
- participates in or conducts position management reviews to determine whether positions are adequate and properly classified.
- conducts desk audits.
- provides advice and assistance to program officials on operating classification matters pertaining to new or revised organizational structures (reorganization, functional changes).

**Skill level:** The Associate has performed this work at the full-performance level or higher and has extensive experience in position classification. The Associate's background includes substantive knowledge of position classification concepts, principles, and practices related to structuring organizations and positions. The Associate has significant training in position classification and position management and typically has an academic background that includes public administration or human resources work.

**Education/Experience:** Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.

**Counselor/Trainer**

The Associate may work in, implement, and/or evaluate training programs, activities, and strategies to enhance the knowledge and skills of managers and staff at all levels, and to develop and retain a viable and effective workforce for the future. The Trainer may coordinate and administer training and professional development programs; establish training priorities; administer training surveys and other evaluation tools; recommend and implement policies, procedures and guidelines governing training and professional development programs; and monitor and evaluate the performance of training vendors/contractors.

The Associate may work with managers to explore longstanding training and professional development issues and to examine and improve current employee training and development practices. Work may include the development of data collection instruments and methodologies using a variety of media, including web, print, email, focus groups, and staff interviews. The Associate may recommend policies, procedures and guidelines related to the development and implementation of training and development programs, and ensures that the policies, procedures, and guidelines are appropriately documented, disseminated, and communicated to managers and staff. The Associate may provide counseling services to employees on a variety of employment issues, usually related to career development and work-life. The counseling work typically results from a perceived or actual need to strengthen some aspect of employee performance and may result in referral for intervention other than training if the situation does not seem to be a training issue.

**Skill level:** The Associate has performed this work at the full-performance level or higher performing work in counseling, career development, and training. The Associate has extensive training in this area and may have a background in industrial or educational psychology, counseling, human resources, education, or related fields.

**Education/Experience:** Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.
Employee Relations Specialist
The Associate is able to perform a wide range of duties including adverse actions, performance actions, grievances, and may assist in preparing for or represent the agency before third parties such as MSPB, EEOC, and arbitration. The Associate is able to develop and administer policy and procedural guidance for employee relations and related areas such as labor relations, ethics and Alternative Dispute Resolution programs. Provides ongoing program advisory services to all levels. Expertise includes performance- based and conduct issues, standards of conduct, and suitability. The specialist applies advanced employee relations laws, regulations, principles, precedents, and policy, sufficient to serve as an agency level consultant; reviews policies and procedures to ensure consistency. Work may include drafting written adverse actions.

Skill level: The employee's experience has been at the full-performance level or higher. Training and education are directly related to the employee relations functional area. Specific skills include the following:
- Knowledge of Federal laws, regulations, procedures, and relevant case law in order to advise management on disciplinary and performance-based adverse actions, performance management, grievances, and appeals.
- Ability to research, analyze and evaluate complex issues or situations and make recommendations regarding alternatives or options.
- Demonstrated ability to write Agency policies, notices, briefing memoranda, disciplinary and performance-based adverse action notices, responses to grievances, newsletters, and benefit determination notices.
- Ability to provide management advisory services and build effective relationships with customers

Education/Experience: Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.

Human Resources Assistant
The Associate may provide technical assistance to Human Resources Specialists within the office and to managers, supervisors, and technicians of the serviced organization for a wide range of human resources matters. Performs work in two or more of the human resources specialties. May accomplish work using an automated system. The HR Assistant processes a wide range of human resources transactions related to recruitment and placement, classification, employee relations, human resource development, and/or incentive awards. The Associate may provide technical support in the execution of the merit placement/promotion program, in executing employee relations programs, in planning and developing courses based on the needs of the organization and workforce. The Associate is able to perform other human resources related duties as needed.

Skill level: The Associate is well-versed in the technical aspects of a variety of human resources functional areas and has performed this work at the full-performance level or higher. The Associate may provide leadership for other assistants in the HR office and has an extensive training in HR and related subjects.

Education/Experience: High School diploma or equivalent. One to two years of experience.

Human Resources Director/Program Manager
This Senior Associate may plan and direct a human resources program that involves a variety of functional areas including employment services, recruitment and placement, training and development, position management, classification, labor relations and/or management-employee relations. Applies a working knowledge of automation, budget, manpower, management analysis and strategic management. The Associate provides guidance and assistance on all areas of personnel management regulations, policies and laws; analyzes proposed changes in
operations; assesses the impact on personnel programs; and advises or guides managers in the most effective personnel management program. Identifies problem areas, coordinates corrective action, and effects changes and improvements.

**Skill level:** The Associate has long-term experience providing the full range of human resources including making program decisions in all functional areas. The Associate typically has served as a top management team member for strategic planning purposes and can participate as a full partner for the management and development of business operations. The APPRIO Associate has managed a multi-faceted program and has extensive training in human resources, management, organizational change processes, and customer service. The Associate may have academic training in related areas such as public administration, human resources, psychology, sociology, or business administration.

**Education/Experience:** Bachelors degree + 8 years of experience, or a Masters degree + 6, or 12 years of experience without degree.

**Human Resources Specialist**

The Associate may provide expertise and policy guidance in two or more of the following broad major functional areas: classification, pay/compensation, performance management, SES program management, hiring/staffing, labor relations, employee relations, and/or human resources information systems. Work involves planning, executing and coordinating projects (e.g., HRIS or new classification standards transition and implementation), resolving critical problems, or developing new concepts related to the development, improvement and evaluation of substantive HR programs. May participate in broad studies and analyses for the assessment and resolution of substantive operating and/or policy issues. Participates in the design of new systems and processes. Performs advisory services and/or policy interpretations on agency-wide or equivalent issues. Coordinates and integrates strategic planning initiatives with management, HR specialists, and other analysts providing program guidance, oversight and evaluation. Develops new approaches to identifying key strategic and workforce issues and to resolving strategic and workforce planning issues and problems.

In addition to the above, the Associate is prepared to perform work in an operational HR environment in a variety of functional areas including staffing, recruitment, employee relations, employee development, classification, etc.

**Skill level:** The Associate has broad experience in Federal, local government, and/or private organizations and performed the work at a senior level or higher. Associates typically have academic backgrounds and training directly related to human resources operations and practices. Associates have full-performance or higher-level experience in multiple functional areas.

**Education/Experience:** Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.

**Labor Relations Specialist**

The Associate may perform work establishing and maintaining relationships, including the use of non-traditional collaborative approaches with labor organizations that represent Federal employee, negotiating and administering labor agreements, and providing guidance and consultation on a variety of labor relations matters. In addition, the incumbent may perform work that involves providing advice and assistance to employees and management, programs administration, research and case management in matters related to conduct, performance, attendance, and dispute resolution.

Additionally, the Associate may serve as the Labor Relations Specialist responsible for developing plans, policies, and procedures for local implementation of a Labor Relations program within the framework established by Federal laws and regulations and may provide
labor relations services for the organization. Work performed uses a comprehensive knowledge of labor relations theories, principles and practices and requires a high degree of judgment and originality in resolving complex and potentially controversial problems, sometimes requiring modification and adaptation of guidelines and application for innovative approaches. As required, the Associate establishes constructive relationships with officials of the union(s) representing employees in the bargaining units(s). The Associate may participate in representing the agency before third parties, such as EEOC, MSPB, OSC, etc.

**Skill level:** The Associate has full-performance knowledge and skill in applying labor relations theories, principles and methods to include: advising negotiating committee members on the interpretation and applicability of arbitration and precedent decisions; communicating agency wide labor relations policies and procedures to management and staff; serving as or advising the principal spokesperson of a management negotiating committee involved in contract, midterm or appropriate arrangement negotiations; serving as an interpreter of labor relations laws, regulations, Executive orders and decisions of labor relations formal bodies; knowledge of legal research methods and information gathering techniques; knowledge of negotiating procedures and techniques, interest-based bargaining, conflict resolution and other non-adversarial techniques. The Associate has senior level experience in this area and has substantial training or education directly related to labor relations.

**Education/Experience:** Bachelors Degree + 4 years of experience, or 6 years of experience without bachelors.

**Org. Development Services Specialist**

The Associate provides services and support in the areas of change management, business process improvement, and project management. As such, the Associate may perform the following, among other things:

- Contribute to implementation and project plans for change management activities.
- Participate in the definition, implementation and continuous improvement of change management strategies and techniques based on ongoing internal and external evaluations.
- Facilitate change management programs/initiatives and the learning of change management methodologies within the organization.
- Facilitate the adoption of new or improved processes and/or procedures across the organization, including technology implementations, workforce/human resources transformations, and corporate policies.
- Coach leaders, teams and large groups through organizational development and change processes.
- Track and reports project progress, performance, risk and issues to project stakeholders.
- Manage competing demands relevant to scope, schedule, cost, risk and quality and differing stakeholder requirements and expectations to satisfactory outcomes.
- Participate in the definition, implementation and continuous improvement of organizational development and change management strategies and techniques.

**Skill level:** The Associate typically has extensive training and work experience in this area at or above the full-performance level. The employee is able to work with complete independence and has handled complex assignments requiring innovation, negotiation, and persuasive ability. Additionally, the Associate has the ability to create vision, prioritize competing requirements, build consensus and provide direction and has experience with the business requirements gathering process including the proven ability to analyze business problems and provide objective reasonable solutions in an efficient manner. The Associate at this level typically has an academic background that includes technical skills in modeling, research, statistical analysis, etc.

**Education/Experience:** Bachelor’s Degree + 4 years of experience, or 6 years of experience without bachelors.
Performance Mgmt Services Specialist
The Associate has substantive experience in Performance Management and Recognition. The Associate may perform, among other tasks, the following:
- Interpret regulations and provide technical advisory assistance.
- Promote the program with senior officials and prepare program reports.
- Develop and apply metrics to measure program success. Implement common business processes.
- Recommend new or revised training requirements.
- Advises and coaches managers and employees on performance management-related matters including schedules, the use of necessary forms and processes, as well as on substantive questions such as best practices in planning work/setting priorities, delivering performance feedback, and following through on performance commitments.

Skill level: The Associate is a seasoned employee who has full-performance level or higher experience in performance management program development and/or operations. Specific skills include:
- Thorough knowledge of the principles and practices of HR management, with specific experience in the administration of performance management and appraisal processes and systems.
- Professional experience in the design or use of performance evaluation tools, systems, practices and policies.
- Experience with performance management methods and documentation used in the industry.
- Analytical skill to gather appropriate data related to system performance.

Education/Experience: Bachelors Degree + 4 years of experience, or 6 years of experience without bachelors.

Project Manager
The Associate is able to plan and coordinate the work of a team of professionals in function review, business process re-engineering, enterprise architecture, and/or program and performance evaluation. The PM is responsible for planning and communicating aspects of project performance to team members and implementing the project director's vision and objectives. The Associate assists in the oversight of project tasks, establishes, and monitors milestones, and prepares progress reports. The PM facilitates statements of requirements from the client, evaluates conformance to performance requirements and assists in the overall communication of project tasks to all team members and stakeholders. The function review and integration services work require the Associate to deal with a variety of disciplines and to coordinate the work of functional units across the organization. The Associate may participate in strategic planning and management efforts to lead the organization to an enhanced performance level and to improve overall economy, efficiency, and effectiveness of operations.

Skill level: The Associate has performed full-performance level or higher tasks for major program segments and has experience in the coordination of work of development and operational teams in planning, scoping, implementing, and evaluating significant business practices or operations. The Associate has long-term project coordination or management experience and may be certified in project management. The Associate typically has extensive training in performance evaluation or project management and may have academic training in public administration, business administration, or a related discipline; some project coordinators have technical degrees related to program areas to which the project is related.

Education/Experience: Bachelors Degree + 5 years of experience, or 6 years of experience without bachelors.
Retirement & Benefits Specialist
The Associate may provide technical, procedural and evaluative assistance in the area of employee benefits. The Associate may apply an extensive body of human resources rules and procedures concerning employee benefits sufficient to perform a range of functions including providing information and advice in the areas of health benefits, life insurance, retirement, thrift savings plan, performance appraisals, and leave related issues such as the Voluntary Leave Transfer Program (VLTP), the Family Friendly Leave Act, etc. The specialist may provide support for incentive awards and performance appraisal programs.

The Associate is able to perform independently or participate in projects or studies; perform detailed reviews of records and other documentation, preparing summaries of information in preparation for further analysis and processing; respond to inquiries concerning HR services, procedures, alternatives, and requirements; identify and resolving procedural issues; enter data, complete forms, and prepare a variety of reports using a personal computer and office automation software; develop retirement estimates and process retirement actions; and, conduct HR Internet searches.

Skill level: The Associate has performed this work at the full-performance level or higher and has had significant training in benefits administration and retirement. The employee is well-versed in regulations related to retirement and benefits and is able to quickly learn agency processes for related transactions.

Education/Experience: Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.

Senior Alternative Dispute Resolution Specialist
The Senior Associate uses a comprehensive knowledge of practices, processes and techniques of conflict management, including mediation and coaching or peer mediation, and interest-based problem solving in workplace environments. The Associate has experience and the ability to provide training in at least some of these practices, processes and techniques. The Senior Associate may facilitate mediations, arbitration, and/or negotiate other resolutions in informal or formal processes and serve as an expert on interest-based problem solving, alternative dispute resolution, conflict coaching and mediation techniques providing consultation to managers and employees on conflict management options and support, and assisting in the development and delivery of a wide variety of conflict management and dispute resolution classes and other vehicles used in the development of conflict management competency.

Associate is able to perform a variety of program management and operational tasks including:
- Maintain, reinforce, or create protocols for conflict management service delivery including developing, distributing and continuing to monitor requisite policies and procedures.
- Prepare written reports and presentations.
- Provide planning, coordinating, and execution of workshops and special events, projects and assignments and provide related program support.
- Facilitate informal and formal conflict resolution, lead and/or facilitate teams or group processes and identify the most appropriate path of action in each case.

Skill level: This expert level provider is trained in alternative dispute resolution (ADR) programs and may be certified in arbitration and/or mediation; some employees combine legal training with training in mediation or arbitration. The employee has performed as a senior staff member, program manager, or supervisor of a program involving ADR. Some employees have established this program in a public or private sector organization.

Education/Experience: Bachelors degree + 8 years of experience, or 10 years of experience without bachelors.
**Senior Classification Specialist**
The Associate is an expert classifier and uses job analysis skills to, among other things, perform the following:
- make fine distinctions in the proper crediting of factor levels and ultimate allocation of grade levels to positions.
- communicate grade distinctions to management with supporting criteria and justification.
- provide recommendations to management on organizational design with emphasis on career development principles and practices.
- relate position classification to the management process and other HR programs.

Additionally, the Associate is able to conduct classification surveys, position management studies, and recommend organizational structures for new work or for planned changes in how the work is done. The Associate is expert at writing position descriptions, developing narrative evaluation reports, classifying positions where no specific standard exists, and re-engineering jobs to meet current or evolving work demands.

**Skill level:** The Associate has extensive experience classifying positions in the General Schedule, banded positions, and wage system positions. At this level, the Associate has had experience designing and/or implementing comprehensive project plans; conducting occupational analyses and/or classification studies; writing documents for a variety of audiences; and researching, interpreting, and advising on personnel laws, policies, procedures, and regulations. The Senior Classifier is often a partner in strategic planning for business development needs relating to human resources. The Senior Classifier has extensive training and/or directly related education in human resources functional areas including public administration, position management, classification, and/or organizational development.

**Education/Experience:** Bachelors degree + 6 years of experience, or 10 years of experience without bachelors.

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**Senior EEO Services Specialist**
The Associate participates in the operations and policy development of EEO programs and plans, develops implements and manages all or part of the EEO program. The Associate may perform special projects involving analyzing statistical data on hiring, promotions, awards, training, and time-in-grade. Provides advice to management officials regarding areas requiring emphasis and ways to strengthen the EEO program. Works with managers and staff to analyze and evaluate accomplishments, identify weaknesses and assists in developing action items for improvement. The Associate may develop structures for the EEO Counselor function ensuring that organizational components have sufficient number of counselors and provides supervision. Provides technical assistance to EEO collateral-duty staff. Participates in informal states of disputes and assists in resolution of complaints. Identifies problem areas such as under representation and under-utilization of employees in specific types of positions. Consults with EEO staff and managers to identify EEO barriers and possible solutions. The Associate may also monitor and evaluate compliance with civil rights laws and regulatory requirements, agency diversity plans, and other directives. The Associate may assist in producing periodic reports on program activities to top management and is able to operate as the EEO Officer.

**Skill level:** The Associate typically has a background that includes high-level work involved in all areas of EEO. This senior employee has managed or supervised EEO programs and/or has personally performed high-level non-supervisory work in EEO or related human resources areas. The Associate has extensive training in this area, has trained others in EEO, and may have an academic background in fields such as public administration, human resources, law, or business administration.
Education/Experience: Bachelors degree + 8 years of experience, or 10 years of experience without bachelors.

Senior Org. Development Services Specialist
The Associate may be responsible for conducting human capital planning and workforce analysis; aligning the agency’s human capital planning requirements with budget and performance planning processes; and developing and implementing human capital measures and facilitating strategic management of the organization’s human resources. The Associate may perform workforce planning and analysis activities that involve examining organizational business drivers, human capital challenges, analyzing workforce data on demographics, attrition, retirement eligibility, etc. to document plans and improve HRM planning and accountability systems. The APPRIO Associate may develop and communicate guidance and information on human capital requirements to organizations and participate on or lead project teams and agency-wide work groups in the execution of those requirements. The Associate may also participate in or lead business process re-engineering efforts, do process mapping, and counsel management on planned organizational changes including organizational structures, interrelationships among units, staffing levels, etc.

As needed, the Organization Development specialist applies principles of psychology to the development and implementation of human capital strategies, competency assessment and modeling, human capital solutions (e.g., skill gap closure), organizational assessment, and human capital measurement. The specialist may conduct statistical analysis of human capital data to develop issue papers, briefings, and other documentation of results. The Associate provides staff work, research on best practices, and technical consultation to support various human capital planning councils, work groups, and agency units and external stakeholders.

Skill level: The Associate has an educational background and training in subject matter areas that relate to organization development work and, typically, has an undergraduate or graduate degree in disciplines such as industrial psychology, public administration, business administration, operations analysis, etc. Specific skills include:
- Expertise and experience in applied psychology, strategic human resource management, and workforce management (e.g., human capital planning and workforce analysis, recruitment and selection, talent and succession management, performance of human capital measurement and assessment, training and development, organizational assessment and competency modeling, etc.).
- Expertise in change management methodologies and approaches.
- Applied knowledge of research design and methods, data analysis and statistics, database development and management, and applied experience with statistical analysis packages.
- Applied skill in Microsoft Office and/or other project management software (Word, Excel, and PowerPoint).
- Ability to participate on and lead work groups and teams in planning, organizing, and executing work projects.

Education/Experience: Bachelors degree + 6 years of experience, or 10 years of experience without bachelors.

Senior Performance Mgmt. Services Specialist
The Associate is a senior expert in Performance Management and Recognition. The Associate may provide leadership and technical expertise to human other resources specialists who perform this function or may personally deliver services. The Associate may also perform, among other tasks, the following:
- Prepare new and/or major policies, plans and programs. Develop and issue guidance for use throughout the organization. Interpret regulations and provide technical advisory assistance.
- Promote the program with senior officials and represent the program to external policy and oversight organization. Prepares program reports.
- Formulate requirements based on program objectives and prepare plans necessary to ensure their accomplishment.
- Develop and apply metrics to measure program success. Develop and implement common business processes.
- Recommend new or revised competency and training requirements.
- Advises and coaches managers and employees on performance management-related matters including schedules, the use of necessary forms and processes, as well as on substantive questions such as best practices in planning work/setting priorities, delivering performance feedback, and following through on performance commitments.

The Associate may also serve as the focal point for inquiries about the administration of performance management.

**Skill level:** The Associate is a seasoned employee with an extensive background in performance management program development and operations. Specific skills sets include:
- Mastery of the principles and practices of HR management, with specific experience in the development and administration of performance management and appraisal processes and systems.
- Extensive professional experience in the design or use of performance evaluation tools, systems, practices and policies.
- Experience with performance management methods and documentation used in the industry.
- Analytical skill to gather appropriate data and assess system performance.

**Education/Experience:** Bachelors degree + 6 years of experience, or a Masters degree + 4, or 10 years of experience without degree.

### Senior Staffing Specialist

The Associate provides expert support in staffing and related areas by performing the following, among other tasks:
- Provide comprehensive staffing and placement services to on-site advisory centers.
- Coordinate with and advise HR specialists located at the on-site advisory centers on technical issues involving recruitment and placement actions.
- Perform internal placement duties including conducting job analysis, preparing promotion and placement products, and issuing promotion and referral certificates.
- Perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran readjustment, reinstatement, and direct hire appointment authorities.
- Conduct job analyses on a wide variety of complex positions using research, interview, observation, and analytical techniques to gather, document, and analyze information to develop qualifications rating factors.
- Determine appropriate rating and ranking selective factors and develop crediting plans to assess varying degrees of job qualifications and explain the methodology to management.
- Provide technical advice to operations center staff in resolving the most difficult and controversial recruitment and placement problems including defining issues, determining applicable precedents, laws, or regulations, and identifying the most effective approach and technique to validate the correctness and propriety of the actions taken.
- Provide management with the widest range of flexibility for providing comprehensive staffing and placement services.
- Provide authoritative management advisory service including defining issues, determining applicable precedents, laws, or regulations, identifying the most effective approach, and validating the correctness and propriety of the actions taken.
- Provide guidance to management on all recruitment and placement issues and recommend
innovative methods and strategies to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.

- Analyze the organization’s workforce and determine reduction-in-force impact
- Initiate pre-reduction-in-force actions, conduct reduction-in-force briefings, and counsel employees.
- Research, prepare, and defend action taken relative to reduction-in-force appeals.

**Skill level:** The Associate performed this work as a senior employee, supervisor or manager. The Associate has an extensive background in staffing and placement and has a high level of expertise as a result of long-term performance of these duties, extensive training and education in human resources related areas. Specific skills include:
- Knowledge of a wide range of staffing and recruitment laws, Executive orders, regulations, policies, concepts, and practices
- Knowledge of reduction-in-force policies and procedures
- Knowledge of a wide variety of recruitment and placement concepts, principles, laws, regulations, and practices
- Skill in managing projects

**Education/Experience:** Bachelors degree + 6 years of experience, or 10 years of experience without bachelors.

**Staffing Specialist**

The Associate provides support in staffing and related areas by performing the following, among other tasks:
- Provide staffing and placement services to on-site advisory centers.
- Coordinate with and advise HR specialists located at the on-site advisory centers on issues involving recruitment and placement actions.
- Perform internal placement duties including conducting job analysis, preparing promotion and placement products, and issuing promotion and referral certificates.
- Perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran readjustment, reinstatement, and direct hire appointment authorities.
- Conduct job analyses on positions using research, interview, observation, and analytical techniques to gather, document, and analyze information to develop qualifications rating factors.
- Determine appropriate rating and ranking selective factors and develop crediting plans to assess varying degrees of job qualifications.
- Provide management with the widest range of flexibility for providing comprehensive staffing and placement services.
- Provide input to management on all recruitment and placement issues and recommend ways to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.

**Skill level:** The Associate performs this work as an employee, non-supervisory. The Associate has a background in staffing and placement and has a moderate level of expertise as a result of performance of these duties, training and education in human resources related areas.

**Education/Experience:** Bachelors Degree + 3 years of experience, or 6 years of experience without bachelors.
<table>
<thead>
<tr>
<th>Labor Categories</th>
<th>Description</th>
<th>Minimum Education</th>
<th>Min. Yrs of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application / Development Specialist</td>
<td>Utilize their knowledge of a specific applications, identify requirements and business process to create setups of specific modules. Create and perform regression testing, training, and post-production support.</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>Database Administrator</td>
<td>Responsible for installation Oracle Applications and database. The DBA also is responsible for applying product patches, monitor and tune the database, document configuration and where required create backup and recovery scripts.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>Help Desk Specialist I</td>
<td>Responsible for handling incoming calls and recording incidents. Serves as the initial point of contact for troubleshooting problems.</td>
<td>Bachelors</td>
<td>1</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Day-to-day manager for the implementation project. They are responsible for measuring accomplishments against the published project plan, coordination and escalation of issues as they arise, and coordination of work efforts of the team members.</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
<td>Quality Assurance Analyst</td>
<td>Develops, modifies, applies and maintains quality evaluation and control systems and protocols. Collaborates with other functions to ensure quality standards are in place. Devises and implements methods and procedures for inspecting, testing and evaluating the precision and accuracy of functionality. Designs and analyzes inspection and testing processes; conducts quality assurance tests; and performs statistical analysis to assess the cost of and determine the responsibility for, systems or materials that do not meet required standards and specifications. Audits quality systems for deficiency identification and correction. Ensures that corrective measures meet acceptable reliability standards, and that documentation is compliant with requirements. Prepares reports and makes recommendations.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>Facilitator for a product development team that uses scrum, a rugby analogy for a development methodology that allows a team to self-organize and make changes quickly. The scrum master manages the process for how information is exchanged.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>Software Developer I</td>
<td>Design and develop databases, relational databases, Data Warehouses and Multidimensional Databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Define and execute how the data will be stored, consumed, integrated and managed by different data entities and IT systems, as well as any applications using or processing that data in some way.</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>Software Developer II</td>
<td>Design and develop databases, relational databases, Data Warehouses and Multidimensional Databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Define and execute how the data will be stored, consumed,</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
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</tr>
<tr>
<td>Software Engineer I</td>
<td>Research, design, develop, and test operating systems-level software, compilers, and network distribution software. Set operational specifications and formulate and analyze software requirements. May design embedded systems software. Apply principles and techniques of multiple domain analysis.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>Software Engineer II</td>
<td>Research, design, develop, and test operating systems-level software, compilers, and network distribution software. Set operational specifications and formulate and analyze software requirements. May design embedded systems software. Apply principles and techniques of multiple domain analysis.</td>
<td>Bachelors</td>
<td>7</td>
</tr>
<tr>
<td>Sr Application / Development Specialist</td>
<td>Combines their knowledge of various applications, requirements and their business process expertise into setups of specific modules. Create and perform regression testing, training, and post-production support.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>Sr. Program Manager</td>
<td>Responsible for providing leadership to program management team and other assigned staff. May have responsibility for multiple programs, with the program manager reporting into the director, ensuring the health of the program is intact and maintained. Provides support to external and internal customers regarding programs and projects. The Sr PM ensures that the program meets or exceeds expectations by overseeing all program activities to include, but not limited to, schedule, scope, budget, risk and quality control. Serves as a primary liaison between the client and the company, facilitating activities between the company, customers, and partners, providing continual status reports and resolving issues in a timely manner. Explores methods for improvement and makes recommendations for improving and/or enhancing the program. Actively engages in change management with stakeholders to ensure successful acceptance and readiness of delivered solution.</td>
<td>Bachelors</td>
<td>6</td>
</tr>
<tr>
<td>Sr. Project Manager</td>
<td>Assists Sr Program Manager with the technical and personnel management of the contract effort. Understands the specialized technical nature of the contract effort, provides daily technical guidance and direction to support staff. Under supervision of the Sr Program Manager, directs staff in large projects or multiple simultaneous, on-going projects according to project deliverables and milestones. Demonstrates ability to analyze problems and requirements, and to develop solutions within the complex environment.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>Systems Analyst I</td>
<td>Analyzes and defines system requirements. Administer, test, and implement computer databases, applying knowledge of database management systems. Provides expertise and guidance in logical and physical database</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
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<td>design, development, operations, security and maintenance. Evaluates and advises on data processing techniques, database management, and management information systems, concepts, and applications. Verifies system protections meet designated certification and accreditation criteria. Plan, implement, upgrade, or monitor security measures for the protection of computer networks and information. May ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure. May respond to computer security breaches and viruses.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>Systems Analyst II</td>
<td>Analyzes and defines system requirements. Administer, test, and implement computer databases, applying knowledge of database management systems. Provides expertise and guidance in logical and physical database design, development, operations, security and maintenance. Evaluates and advises on data processing techniques, database management, and management information systems, concepts, and applications. Verifies system protections meet designated certification and accreditation criteria. Plan, implement, upgrade, or monitor security measures for the protection of computer networks and information. May ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure. May respond to computer security breaches and viruses.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>Systems Engineer I</td>
<td>Establish system information requirements in the development of enterprise-wide or large-scale information systems. Design architecture to include the software, hardware, and communications to support the total requirements as well as provide for present and future cross-functional requirements and interfaces. Ensure that the common operating environment is compliant with enterprise architecture and applicable reference models. Evaluate analytically and systematically problems of workflows, organization, and planning and develop appropriate corrective action. Provide daily supervision and direction to staff.</td>
<td>Bachelors</td>
<td>1</td>
</tr>
<tr>
<td>Systems Engineer II</td>
<td>Establish system information requirements in the development of enterprise-wide or large-scale information systems. Design architecture to include the software, hardware, and communications to support the total requirements as well as provide for present and future cross-functional requirements and interfaces. Ensure that the common operating environment is compliant with enterprise architecture and applicable reference models. Evaluate analytically and systematically problems of workflows, organization, and planning and develop appropriate corrective action. Provide daily supervision and direction to staff.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>Technical Specialist</td>
<td>Performs development work in the areas of data conversion, custom interfaces, custom reporting, etc.</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
</tr>
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</tr>
<tr>
<td>HIT Analyst</td>
<td>Develops requirements for healthcare applications and technical solutions. Requires healthcare clinical, financial, or administrative business process experience. Formulates/defines system scope and objectives. Prepares detailed specifications for programs. Assists in the design, development, testing, implementation, and documentation of new software and enhancements of existing applications. Works with project managers, developers, and end users to ensure application designs meet business requirements. Performs configuration and testing of COTS health-related applications such as EHR, claims and credentialing. Utilizes statistical software packages such as SAS or data analytics tools to query and report on healthcare-related data sets.</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>HIT Application System Analyst / Programmer - Sr.</td>
<td>Previous experience with healthcare processes or workflows such as clinical case management. Develops and directs software engineering function in developing, releasing, and maintaining software applications according to healthcare business requirements.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>HIT Business System Analyst - Intermediate</td>
<td>Formulates and defines systems scope and objectives based with users. Leverages previous experience with clinical workflows or healthcare financial/business requirements. Devises or modifies procedures to solve complex problems. Includes analysis of business and user needs, documentation of requirements, and translation into proper system requirements specifications. Provides consultation on complex projects and is the top-level contributor/specialist of most phases of systems analysis related to healthcare topics while considering the business implications of the application of technology to the current and future business environment.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>HIT Database Administrator</td>
<td>Projects long-range requirements for client/server database administration in conjunction with other managers in the information systems function as well as business function managers. Prepares activity and progress reports regarding the client/server database management section</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>HIT Deployment Manager</td>
<td>Technical manager who coordinates deployments to environments supporting ongoing healthcare application development. Responsible for supporting deployment</td>
<td>Bachelors</td>
<td>6</td>
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<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
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<tr>
<td>HIT Expert Scientist/Executive PM</td>
<td>Acts as a senior consultant or subject matter expert in a healthcare or health IT clinical, business or technical topic. Develops, modifies, and applies subject matter expertise to analyze and solve healthcare data, process flow or technical problems affecting system or program performance. Participates in all phases of health IT projects as needed such as research, design, development, testing, modeling, simulating, training, and documentation.</td>
<td>Bachelors</td>
<td>20</td>
</tr>
<tr>
<td>HIT Functional Lead Mid</td>
<td>Perform general LAN/MAN/WAN administration for healthcare applications. Provides technical leadership in the integration and test of complex large-scale computer integrated networks. Schedule conversions and cutovers. Evaluate business requirements and prepare the detailed functional and technical specifications that follow project guidelines.</td>
<td>Bachelors</td>
<td>8</td>
</tr>
<tr>
<td>HIT Jr Analyst</td>
<td>Utilizes healthcare clinical, business or technical knowledge to provide system support to client department. Supports the development of system scope and objectives. Prepares system and user documentation in accordance with SDLC. Assists clients in the development and execution of test procedures and results tracking. Assist project managers, developers, and end users to ensure application designs meet business requirements.</td>
<td>Bachelors</td>
<td>1</td>
</tr>
<tr>
<td>HIT Principal Consultant I</td>
<td>Analyzes healthcare processes and re-engineering, with an understanding of problems and solutions as they relate to the current and future business environment. Recommends and facilitates quality improvement efforts. Creates process change by integrating new processes with existing ones and communicating these changes to impacted Clinical/Business Systems teams.</td>
<td>Bachelors</td>
<td>6</td>
</tr>
<tr>
<td>HIT Process Architect</td>
<td>Develops strategy of healthcare application system and the design infrastructure necessary to support that strategy. Translates clinical/business needs into long-term architecture solutions. Provides high-level architectural expertise to managers and technical staff. Develops strategy for interfaces and data integration for healthcare applications.</td>
<td>Bachelors</td>
<td>8</td>
</tr>
<tr>
<td>HIT Project Manager</td>
<td>Leads team on large Health IT projects or significant segment of large Health IT projects. Analyzes new and complex project related problems and creates innovative solutions involving finance, scheduling, technology, methodology, tools, and solution components. Provides applications systems analysis and programming activities for a Government site, facility, or multiple</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
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<td>locations. Prepares long and short-range plans for application selection, systems development, systems maintenance, and production activities and for necessary support resources. Oversees all aspects of projects.</td>
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<tr>
<td>HIT Project Manager Sr</td>
<td>Typically oversee all aspects of the Health IT project, leading a team on large projects or a significant segment of large and complex projects. Analyze new and complex project-related problems and create innovative solutions that normally involve the schedule, technology, methodology, tools, solution components, and financial management of the project. Provide applications systems analysis and long and short-range plans for application selection, systems development, systems maintenance, and production activities for necessary support resources. Leads the implementation of security reviews and controls needed for an ATO. Commensurate healthcare experience and education for the specific project.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>HIT QA Analyst-Intermediate</td>
<td>Provides development of project Software Quality Assurance Plan and the implementation of test procedures that conforms to the requirements of the contract and the SDLC. Provides an independent assessment of how the project's software development process is being implemented relative to the defined process and recommends methods to optimize the organization's process. Conducts audits and reviews/analyzes data and documentation. Develops and implements procedures and test plans for assuring quality in a system development environment which supports large databases and healthcare applications.</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
<td>HIT SME</td>
<td>Evaluates existing Health IT systems and/or healthcare clinical, business or technical requirements to analyze, design, recommend, and implement system optimization or configuration. Works with end user groups to evaluate and solve technical problems. Analyzes processes and performs re-engineering, with an understanding of technical problems and solutions as they relate to the current and future business environment.</td>
<td>Bachelors</td>
<td>10</td>
</tr>
<tr>
<td>HIT SME Sr</td>
<td>Provide technical knowledge and analysis of highly specialized healthcare COTS applications and/or operational environment. Supports high-level functional systems analysis, design, integration, documentation, and implementation advice on moderately complex Health IT projects. Applied clinical, business and/or technical methods and knowledge of the functional area to exceptionally difficult and narrowly defined technical or process problems in engineering. Assists in the development of system improvements, optimization, development, and/or maintenance efforts. Commensurate experience in Health IT and in new and related older technology that directly relates to the</td>
<td>Bachelors</td>
<td>18</td>
</tr>
<tr>
<td>Labor Categories</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Min. Yrs of Experience</td>
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<tr>
<td>HIT Software Architect</td>
<td>Designs and develops new Health IT software products or major enhancements to existing software. Addresses problems of systems integration, compatibility, and multiple platforms. Responsible for project completion. Performs feasibility analysis on potential future projects to management.</td>
<td>Bachelors</td>
<td>7</td>
</tr>
<tr>
<td>HIT Software Developer-Sr</td>
<td>Performs full stack application development which includes database, web server and web display components of a healthcare application. Resolves problems with software and responds to suggestions for improvements and enhancements. Acts as team leader on development projects. Instructs, assigns, directs and checks the work of other software developers on development team. Participates in development of software user manuals.</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
<td>HIT System Developer</td>
<td>Designs, develops, enhances, debugs, and implements primarily user interface components for web-based healthcare software or websites. Troubleshoots production problems related to software applications. Researches, tests, builds, and coordinates the conversion and/or integration of new products based on client requirements. Addresses problems of systems integration, compatibility, and multiple platforms. Consults with project teams and end users to specify application and technical requirements.</td>
<td>Bachelors</td>
<td>2</td>
</tr>
<tr>
<td>HIT System Engineer</td>
<td>Installs, configures, and tests servers, networking equipment, operating systems, database management software, application software, and system management tools. Ensures the highest level of systems and infrastructure availability. Applies software and firmware patches and releases. Plans and implements system automation and operation tasks as required for better efficiency. Serves as technical escalation point for application support team.</td>
<td>Bachelors</td>
<td>1</td>
</tr>
<tr>
<td>HIT Systems Engineer Sr</td>
<td>Performs a variety of systems engineering tasks and activities that are broad in nature and are concerned with major systems design, integration, and implementation, including personnel, hardware, software, budgetary, and support facilities and/or equipment. Provides quality assurance review and the evaluation of new and existing software products. Evaluates the existing systems and provides the technical direction to IT support staff. Serves as technical escalation point for other system engineers.</td>
<td>Bachelors</td>
<td>3</td>
</tr>
<tr>
<td>HIT Systems Management-Technologist</td>
<td>Install, configure, maintain and provide troubleshoot support for all operating systems, applications and hardware assigned as part of a Health IT system. Provide systems administration support for operating systems and healthcare COTS applications. Perform systems backups and recovery procedures. Create and update related server/application documentation.</td>
<td>Bachelors</td>
<td>4</td>
</tr>
<tr>
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<tr>
<td>HIT Technical Specialist</td>
<td>Provides maintenance support of systems, hardware, and software.</td>
<td>Associates</td>
<td>6</td>
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<tr>
<td>HIT Technical Specialist</td>
<td>Applies subject matter knowledge to high-level analysis, collection, assessment, design, development, modeling, simulation, integration, installation, documentation, and implementation. Resolves problems, which necessitates an intimate knowledge of healthcare clinical, financial, operational, or technical disciplines.</td>
<td>Associates</td>
<td>6</td>
</tr>
<tr>
<td>HIT Technical Editor</td>
<td>Technical editors proofread, revise, and edit information in the work of other technical writers. Provides oversight responsibility for Section 508 accessibility compliance of materials produced. Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. Coordinates the design and display of graphics and the production of the document. Ensures content is of high quality and conforms with standards.</td>
<td>Associates</td>
<td>6</td>
</tr>
<tr>
<td>HIT Technical Writer</td>
<td>Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. Coordinates the display of graphics and the production of the document. Ensures content is of high quality and conforms with standards.</td>
<td>Associates</td>
<td>6</td>
</tr>
<tr>
<td>HIT Test Engineer Sr</td>
<td>Subject matter specialist providing in the specification of test plans and test cases for complex healthcare software/hardware applications. Designs the specification and use of test automation tools. Directs and participates in all phases of risk management assessments and software/hardware development with emphasis on analysis of user requirements, test design and test tools selection.</td>
<td>Bachelors</td>
<td>5</td>
</tr>
<tr>
<td>HIT UI and Graphic Artist</td>
<td>Supports the design and prototyping of user interfaces and application screen layouts. Produces graphic art and visual materials for promotions, advertisements, films, packaging, and informative and instructional material through a variety of media outlets such as websites and social media. Generates and manipulates graphic images, animations, sound, text and video into consolidated and seamless multimedia programs.</td>
<td>HS Diploma</td>
<td>5</td>
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</table>
Training Course Descriptions

Advanced Staffing
The Advanced Staffing course is designed to help the participant develop the knowledge and skills necessary to perform a wide array of staffing functions. The participant will explore current staffing laws, regulations, rules, and procedures as they apply to job analysis, recruitment, qualification analysis, and veterans' preference.
Course Length # of Days: 3

Adverse Actions
The Adverse Actions courses teaches participants how to apply discipline theory to adverse actions, illustrate how the burden of proof and agency of proof requirements impacts adverse actions, interpret how adverse action procedures impact employee conduct situations, apply comprehensive knowledge of the scope of appeals and grievances processes, guide others through the process of drafting proposals and decision letters, demonstrate a thorough understanding of key concepts pertaining to adverse actions.
Course Length # of Days: 2

Best Practices in Initiating and Processing of Personnel Actions
This course provides participants with an overview of key terms for Personnel Actions; Natures of Action (NOA) and NOA Codes, Legal Authorities and Legal Authority Codes, and Remarks and Remark Codes, Steps involved in Processing Accession Actions, Steps involved in Processing Separation Actions, Steps involved in Processing Other Personnel Actions (e.g. reassignments, details, name changes), Steps involved in Processing Change, Correction and Cancellation Actions.
Course Length # of Days: 1

Category Rating
The Category Rating course teaches participants techniques for using category rating in job analysis, delegated examining, and selection procedures for General Schedule (GS) positions. The course further teaches how position descriptions are used in the recruitment process, the process for conducting a job analysis, the requirements for a job announcement, and the delegated examining process.
Course Length # of Days: 2

Collective Bargaining
The Collective Bargaining Agreement courses applies strategies and techniques at the bargaining table, employ and effective follow-up strategies based on negotiation outcomes, interpret and respond to issues related to the bargaining process, administer contracts which comply with all applicable laws and regulations, prevent and resolve challenging bargaining situations.
Course Length # of Days: 3

Consulting Skills for HRM Professionals
The Consulting Skills for HRM Professionals course enhances participants’ effectiveness as an organization’s in-house consultant on human resource issues by teaching them to build
partnerships, lead teams, establish personal credibility, improve communication skills, and analyze problems, and use interest-based and group problem-solving techniques.

Course Length # of Days: 2

**Determining Service Computation Dates (SCDs)**
The Determining Service Computation Dates (SCDs) course provides participants with the tools needed to determine what service is creditable for all types of service computation dates and then reviews methods for calculating these dates.

Course Length # of Days: 1

**Effective Leadership Skills**
The Effective Leadership Skills course introduces participants to the tools and strategies necessary for understanding various leadership theories, building, and sustaining teams, developing others, listening actively, and giving and receiving feedback.

Course Length # of Days: 1

**Employee Benefits**
The Employee Benefits course is designed to help the HR practitioner gain an understanding of the many benefits programs provided for the Federal Employee to include counseling employees on their entitlement for Federal benefits and helping employees enroll or make changes to their Federal benefits.

Course Length # of Days: 1

**Employee/Labor Relations for Supervisors**
The Employee Relations for Supervisors course provides supervisors with tools necessary to effectively manage real-life employee relations situations handle and take appropriate actions in conduct and performance situations, develop family-friendly programs and initiatives, and use the employee assistance and other employee programs.

Course Length # of Days: 2

**Federal Staffing & Placement**
The Federal Staffing and Placement course teaches participants techniques for articulating the relationship between staffing and other HR functions, conducting a job analysis, developing a vacancy announcement, and using the crediting plan approaches to identifying recruiting authorities. Participants learn the roles and responsibilities of supervisors, managers, and HR in staffing procedures and activities. The course further teaches strategies for using research skills and understanding issues so as to advise on federal employment issues, tools for determining minimum qualifications and for identifying the major duties and KSAs of a General Schedule (GS) position, and the requirements and legal basis for filling positions.

Course Length # of Days: 2

**Federal Supervisory Skills**
The Critical Federal HRM Skills course is designed to help supervisors and managers acquire the skills they need to make effective Human Resource Management decisions and support the Human Capital Assessment and Accountability Framework (HCAAF). The course provides the knowledge and skills-base needed to establish a solid foundation for making human resource decisions.
management decisions and supports federal managers and supervisors in meeting critical human resource management competencies.
Course Length # of Days: 4

**FERS Retirement Planning**
The FERS Retirement planning course equips potential retirees with an understanding of retirement eligibility, various benefits, insurance options, estate planning, investing, work options, and post-retirement quality of life.
Course Length # of Days: 2

**FERS Mid-Career Retirement Planning**
The Mid-Career Retirement Planning Seminar course equips participants with an understanding of retirement eligibility, social security benefits, survivor benefits, post-retirement health and insurance coverage, regulations regarding the Thrift Savings Plan, retirement plans and annuities, and post-retirement quality of life.
Course Length # of Days: 2

**Fundamentals of Legal Research**
The Fundamentals of Legal Research Course provides the ability to navigate the vast agency guidance necessary for HR professionals to perform their work. It includes forms of interpretation, policy statements, manuals, letters, statutes and regulations, and operational information.
Course Length # of Days: 1

**GS Pay Setting**
The Pay Setting course introduces participants to the regulations, provisions, and tools needed to ensure that proper amounts and types of payments are made.
Course Length # of Days: 1

**Hiring & Retention Overview**
The Hiring & Retention course provides training to employees in the area of recruiting and retention of a Federal Employee. Participants will share best practices amongst their learning group and leverage their professional experience to achieve training goals, discuss the details of the hiring process, explain how the Federal Hiring Reform Initiative affects Human Resources, Describe the details of the HR Professional and Hiring Manager consultation and how it supports the hiring process, discuss outreach and recruitment strategy aimed at targeting potential employees, describe assessment and selection procedures.
Course Length # of Days: 3

**Labor Relations for Supervisors**
The Labor Relations for Supervisors course provides participants with an outline of the Federal Labor Relations Program structure and operation and an introduction to the basic rights and responsibilities of employees, the union, and management under the Labor-Management Relations Law.
Course Length # of Days: 1
**Mid-Career Retirement Planning**
The Mid-Career Retirement Planning Seminar course equips participants with an understanding of retirement eligibility, social security benefits, survivor benefits, post-retirement health and insurance coverage, regulations regarding the Thrift Savings Plan, retirement plans and annuities, and post-retirement quality of life.
Course Length # of Days: 1

**Overview of GPPA**
The Overview of GPPA course educates participants on the resources and other sources used when processing personnel actions; the purpose of the Standard Forms (SF)-50/SF-52; conduct a high-level review of the Guide to Processing Personnel Actions, and, discuss the features and functions available in HR Smart.
Course Length # of Days: 1

**Performance Based Actions**
The Performance Based actions course demonstrates comprehensive knowledge of the parameters of unacceptable performance, how to apply performance-based actions when performance does not improve, guide others in applying the appropriate procedures for addressing unacceptable performance, how to demonstrate the mastery of the performance-based actions appeal process and demonstrate mastery of employee issues which are related to performance-based actions.
Course Length # of Days: 1

**Position Classification for Federal Practitioners**
The Position Classification for Federal Practitioners course helps participants understand the various aspects of position classification including the Classification Functional Standards, data collection, and the Classification Appeal Process.
Course Length # of Days: 2

**Position Management for Federal Employees**
The Position Management for Federal Employees course provides a foundation that supports federal managers and supervisors in meeting their responsibilities for effective and efficient distribution of staff resources.
Course Length # of Days: 2

**Preparing to Negotiate**
The Preparing to Negotiate course teaches participants how to interpret each state of the negotiation process contributes to successful negotiation outcomes, how to apply the concepts and intent of labor relations guidance to the pre-negotiation process, illustrate how specific situations can trigger a statutory duty to bargain, demonstrate mastery of interest-based bargaining elements, prepare and guide others in the preparation required for successful labor negotiations.
Course Length # of Days: 1
**Proactive Succession Planning**
The Proactive Succession Planning course teaches participants to demonstrate a comprehensive understanding of the strategic importance of succession planning. Quantify the current and future need to replace leadership and mission critical positions, develop solutions for recruiting and retaining employees to meet mission critical needs, assess bench strength and categorize levels of leadership and succession readiness, implement strategies that build strengths and address development needs of high potential talent.
Course Length # of Days: 3

**Processing Personnel Actions**
The Processing Personnel Actions course is designed to strengthen participants skills in completing personnel actions and determining service computation dates, retirement coverage, veterans’ preference, waiting periods for within grade increases, probationary periods, and career tenure.
Course Length # of Days: 2

**Processing Personnel Actions Foundations**
The Processing Personnel Actions Foundations course is designed to strengthen participants skills in completing personnel actions and determining service computation dates, retirement coverage, veterans’ preference, waiting periods for within grade increases, probationary periods, and career tenure.
Course Length # of Days: 3

**Qualifications Analysis**
The Qualifications Analysis course is designed to help individuals learn how to evaluate federal job applications and assess the qualification of job candidates. This course covers OPM's Qualifications Standards and focuses on legal and regulatory requirements such as basic eligibility, minimum qualification requirements, specialized experience requirements, positive education requirements and the substitution of education for experience.
Course Length # of Days: 2

**Telework for Supervisors**
The Telework for Federal Managers course equips participants with an understanding of the benefits and challenges of teleworking, strategies for addressing supervisory responsibilities, and strategies for managing employee performance in a teleworking environment.
Course Length # of Days: 1

**Title 38 Pay Setting**
The Title 38 Pay Setting course strengthens participants understanding regarding pay setting for GS and FWS employees, teaches the participants how to list occupations covered by Title 38 Pay systems, determine the controlling guidance for selected pay setting scenarios, identify the pay schedule used for various Title 38 positions, set pay for initial appointment for Title 38 employees, set pay for Title 38 employees who are promoted, transferred, and moved between locality areas, determine the proper sequence for simultaneous pay setting actions.
Course Length # of Days: 2
**Veterans Preference**
The Veterans’ Preference course provides participants with an understanding of veterans’ preference legal basis, eligibility, documentation, and appointing authorities. The course introduces participants to the VetGuide and types of veterans’ preference.
Course Length # of Days: 1

**VA Merit Systems**
The Merit Systems course teaches participants how to recognize the documents that define the regulatory framework of the Merit System, recognize the agencies that share the responsibilities for administration of the Merit System and their roles, Uphold the merit system principles in workplace situations, prevent instances of prohibited personnel practices in the workplace.
Course Length # of Days: 1