Golden Key Group, LLC  

Contract Number: GS-02F-0143X  
Contract Period: April 20, 2021 – April 19, 2026

AUTHORIZED FEDERAL SUPPLY  
SCHEDULE PRICELIST  
SCHEDULE 738X  
HUMAN RESOURCES AND EEO SERVICES  
2FYP-AP-06-0004-B

Special Item Numbers (Categories)  
541612HC – Agency Human Capital Strategy, Policy, and Operational Planning

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 http://GSAAdvantage.gov

1850 Centennial Park Drive, Suite 200  
Reston, VA 20191  
Office – 703.815.0290  
Fax – 703.266.0215  
e-mail: GSASchedules@GoldenKeyGroup.com  
GKG Website: www.GoldenKeyGroup.com  
Business Size: Women-Owned

General Services Administration  
Federal Supply Service  
Contract current through April 19, 2026  
UPDATED 06.30.2021  
The latest GSA Mod accepted by Golden Key Group is A832, MAS Refresh 6 on 05/28/2021
For almost two decades, Golden Key Group (GKG) has successfully delivered premier services and innovative solutions to our Federal Clients. As a Women-Owned (WO) Business, GKG’s areas of expertise include Federal Human Resources, Human Capital Management, Strategic and Management Consulting Services, Program Management, Business Process Reengineering, Improvement and Optimization, Learning and Talent Development, and Executive Search Services.

We recognize the importance of collaborating with our clients to create a shared commitment to success. As such, our multidisciplinary professionals have a singular focus: **Advance our clients’ missions and strategic goals by solving their toughest problems, while providing value.** We apply leading industry practices, tools, and processes to create and deliver solutions to address strategic, operational, organizational, and tactical challenges within the Federal Government. The GKG team is committed to providing objectivity, expertise, experience, and creativity that translates into meaningful and measurable results.

GKG has the right talent, the right processes, and the right tools to help our clients achieve their goals:

**Our Talent** – GKG’s consulting and delivery teams consist of a diverse workforce that includes former military, Federal Government, and private sector thought leaders and experts. This enables us to provide our clients with the knowledge and expertise gleaned from years of front-line experience, coupled with new cutting-edge solutions supported by industry best practices. Our staff has earned a reputation for continually providing quality value-added services that assure that our client’s meet their mission and program requirements. Our talented team members hold certification credentials in expertise such as; Government Performance Management (GPRA 2.0), Lean Six Sigma, Total Quality Management (TQM), Project Management Professional (PMP), Society for Human Resource Management (SHRM), International Public Management Association for Human Resources (IPMA-HR), and Human Capital Strategist (HCS).

**Our Processes** – We have developed detailed and repeatable processes and procedures based on our extensive experience within both Government and private sector organizations. These proven methodologies allow us to provide optimum solutions to our clients while meeting budgetary and time constraints.

**Our Tools** – Through our experience, we have combined superlative technologies, tools, and support to provide our clients with the necessary integrated framework to insure successful project completion.

Whether your needs involve Federal Human Capital or Human Resources, Consulting and Training Solutions, or Executive Search Services; Golden Key Group can help you every step of the way, from concept to successful competition.

A complete portfolio of our services, capabilities, past performances, clients, and related information is available on our website: [http://www.goldenkeygroup.com](http://www.goldenkeygroup.com).

Please call Golden Key Group at 703.815.0290 or email us at gsaschedules@goldenkeygroup.com to learn more about how we can serve your agency.
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MAS
Human Capital - Human Resources
Category: 541612HC- Agency Human Capital Strategy, Policy, and Operational Planning

I. COVER PAGE

GENERAL SERVICES ADMINISTRATION
Federal Supply Service
AUTHORIZED FEDERAL SUPPLY SCHEDULE

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!™, a menu-driven, database system. The Internet address for GSA Advantage!™ is http://www.gsa.gov.

MULTIPLE AWARD, FEDERAL SUPPLY SCHEDULE, Human Capital - Human Resources

Contract Number: GS-02F-0143X

For more information on ordering from Federal Supply Schedules, click Schedules button at http://www.gsa.gov/.

CONTRACT PERIOD: April 20, 2021 – April 19, 2026

Contractor: Golden Key Group, LLC
1850 Centennial Park Drive, Suite 200
Reston, VA 20191
Office – 703.815.0290
Fax – 703.266.0215

CONTRACTOR’S ADMINISTRATION SOURCE: Gretchen McCracken: (Cell) 215-872-4842, (email) gmccracken@goldenkeygroup.com.

Business Size: Women-Owned Small Business
II. Customer Information

1a. Awarded General Categories:
541612HC – Agency Human Capital Strategy, Policy, and Operational Planning

1b. Identification of the Lowest Priced Model Number and Lowest Unit Price:
Not Applicable.

1c. Description of All Corresponding Labor Categories:
Click on the following link to review the included Labor Category Descriptions.

2. Maximum Order:
Customers are encouraged through the solicitation to inquire about possible additional concessions when an order for services exceeds $1,000,000 for Category 541612HC

3. Minimum Order:
$100.00

4. Geographic Coverage (Delivery Area):
CONUS and International.

5. Points of Production:
Reston, Virginia.

6. Discount from List Prices:
Basic 5% discount off commercial rates on all labor.

7. Quantity Discounts:
Basic 5% discount off commercial rates on all labor.

8. Prompt Payment Terms:
15 days: 1% discount.

9a. Government Credit Cards Accepted: Yes.
9b. Discounts for Payment by Government Commercial Credit Card: No.

10. Foreign Items:
None.

11a. Time of Delivery:
Will adhere to delivery schedule specified in agencies' purchase orders, etc.

11b. Expedited Delivery:
All items noted in this price list are available for negotiated delivery.

11c. Overnight and 2-Day Delivery:
All items noted in this price list are available for negotiated delivery.
11d. Urgent Requirements:
   Call – 215-872-4843
   Email - Gretchen McCracken, gmccracken@goldenkeygroup.com, or
   Sharon Martinez, smartinez@goldenkeygroup.com, or
   GSA Information, GSASchedules@goldenkeygroup.com

12. Freight On Board (FOB) Points:
   Destination.

13. Ordering Address:
   Golden Key Group, LLC
   1850 Centennial Park Drive, Suite 200
   Reston, VA 20191

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

14. Payment Address:
   Golden Key Group, LLC
   1850 Centennial Park Drive, Suite 200
   Reston, VA 20191

15. Warranty Provision:
   The contractor warrants and implies that items delivered hereunder are merchantable and fit for the particular
   purpose of this contract.

16. Export Packing Charges:
   Not applicable.

17. Terms and Conditions of Government Purchase Card Acceptance:
   Government cards accepted; no discounts apply.

18. Terms and Conditions of Rental, Maintenance, and Repair:
   Not applicable.

19. Terms and Conditions of Installation:
   Not applicable.

20. Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from List
    Prices:
   Not applicable.

20a. Terms and Conditions for Any Other Services:
   Not applicable.
21. List of Services and Distribution Points:
Golden Key Group, LLC
1850 Centennial Park Drive, Suite 200
Reston, VA 20191
Office – 703.815.0290
Fax – 703.266.0215

22. List of Participating Dealers:
Not applicable.

23. Preventive Maintenance:
Not applicable.

24a. Special Attributes Such as Environmental Attributes:
Not applicable.

25. Data Universal Number System (D-U-N-S) Number:
111187295.

26. Notification Regarding Registration in SAM:
Golden Key Group’s CAGE Code is 1YRN9.
**Prices for Awarded Category 541612HC**

Golden Key Group, LLC Federal Agency Pricing for Human Resources Services
GS-02F-0143X (April 20, 2021 – April 19, 2026)

**541612HC – Agency Human Capital Strategy, Policy, and Operational Planning**

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**HC/HR Consulting Services**

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Training Support Services

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<th>Effective April 20, 2022 - April 19, 2023</th>
<th>Effective April 20, 2023 - April 19, 2024</th>
<th>Effective April 20, 2024 - April 19, 2025</th>
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Labor Category Descriptions

The following provides descriptions, including degree and experience requirements, of the labor categories that Golden Key Group offers under this contract. The labor category definitions that follow describe the functional responsibilities and education and experience requirements for each labor category. The table “Degree / Experience Equivalency” delineates our policy for substituting experience in lieu of degrees and vice versa. The requirements are a guide for the types of experience and educational background for typical personnel in each labor category. However, personnel placement in a specific labor category is at the sole discretion of Golden Key Group.

Degree / Experience Equivalency*

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<th>Degree</th>
<th>Experience Equivalence</th>
<th>Other Equivalence</th>
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<tr>
<td>Associate’s</td>
<td>High School + three (3) years relevant experience</td>
<td>Vocational or technical training in work-related fields</td>
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<tr>
<td>Bachelor’s</td>
<td>High School + eight (8) years relevant experience, or Associate’s + four (4) years relevant experience</td>
<td>Professional work-related certification such as vendor certifications or Technical training in work related fields</td>
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<tr>
<td>Master’s</td>
<td>Bachelor’s + five (5) years relevant experience</td>
<td>Professional license</td>
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<td>Doctorate</td>
<td>Bachelor’s + twelve (12) years relevant experience + Certification, or Master’s + six (6) years of relevant experience</td>
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</table>

*Multiple degrees at the same level are equivalent to two (2) year’s additional experience. In addition, specialized situations may be considered on a case-by-case basis.

GSA Schedule MAS Category 541612HC

Management Consulting Services

3A – Program Manager (Contract Level)

**Duties and Responsibilities:** Program Managers have over fifteen (15) years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in managing large complex projects, contracts, funds, and resources (or group of projects, contracts, funds, and resources). Duties may include contract management, large project management, and interface with the customer. The Program Manager serves as GKG’s single contract manager, and will be GKG’s authorized interface with the Government’s Contracting Officer’s Representative (COR), other Government management personnel, and customer agency representatives. The Program Manager is responsible for formulating and enforcing work standards, assigning contractor schedules, and communicating policies, purposes, and goals of GKG to subordinates and subcontractors. He or she is responsible for the overall contract performance and manages MOBIS services and support operations that may include multiple projects. The Program Manager organizes resources to support multiple concurrent projects and manages the execution of multiple concurrent projects.

**Qualifications:** Master’s Degree in related field or equivalent experience and at least fifteen (15) years of experience.

**Possible Job Titles in This Labor Category:** Contract Manager, Project Coordinator, Program Leader, Resource Manager, Staff Manager, Planner, Scheduler, or others like this.

3B – Program Manager I

**Duties and Responsibilities:** Establishes goals, project and / or business plans for area(s) of responsibility and has broad latitude for making decisions on behalf of the company as concerns managing I resources and processes attendant to the project / assignment. Sets goals, timetables, milestones, and makes commitments.
on behalf of the company. The Program Manager I is the primary company interface with the client for the purposes of project management, contract management, and / or operations management. Continually evaluates project status, resources assigned, status, and the quality and timeliness of required deliverables under the contract. Identifies issues and problems impending project success and brings to the attention of company associates and / or the client for resolution. Responds on behalf of the company to client concerns regarding the quality and timeliness of services being rendered. Makes changes and adjustments to address client concerns and changing business and other conditions. As needed, lends expertise, technical advice and assistance to other company associates or the client in meeting project needs.

Qualifications: Bachelor’s and at least ten (10) years of directly related work experience in one (1) or more HR management, program, or policy analysis /research or consulting disciplines OR a BBA/BS degree and at least ten (10) years of work experience related to the HR consulting project / assignment. Proven prior experience in leading HR organizational, management, program, policy, operational or research projects requiring skillful planning, oversight, coordination, and client interface.

Possible Job Titles in This Labor Category: Contract Manager, Project Coordinator, Program Leader, Resource Manager, Staff Manager, Planner, Scheduler, or others like this.

3C – Program Manager II
Duties and Responsibilities: Establishes goals, project and / or business plans for area(s) of responsibility and has broad latitude for making decisions on behalf of the company as concerns managing resources and processes attendant to complex and challenging projects. Sets goals, timetables, milestones, and makes commitments on behalf of the company. The Program Manager II is the primary company interface with the client for the purposes of project management, contract management, and / or operations management. Continually evaluates project status, resources assigned, status, and the quality and timeliness of required deliverables under the contract. Identifies issues and problems impending project success and brings to the attention of company associates and / or the client for resolution. Responds on behalf of the company to client concerns regarding the quality and timeliness of services being rendered. Makes changes and adjustments to address client concerns and changing business and other conditions. As needed, lends expertise, technical advice and assistance to other company associates or the client in meeting project needs.

Qualifications: Bachelor’s and at least fifteen (15) years of directly related work experience in one (1) or more HR management, program, or policy analysis/research, or consulting disciplines OR an BA/BS or advanced degree (e.g., MA//MS/MBA or PhD, etc.) and at least ten (10) years off work experience related to the consulting project or assignment. Proven prior experience in leading broad HR organizational, management, program, policy or operational, or research projects requiring skillful planning, oversight, coordination, client interface and detailed knowledge of the subject matter and technical issues associated with the project.

Possible Job Titles in This Labor Category: Contract Manager, Senior Project Coordinator, Program Leader, Resource Manager, Staff Manager, Planner, Scheduler, or others like this.

4A – Project Manager I
Duties and Responsibilities: The Project Manager I has six (6) years of experience in managing projects directly relating to the assigned business segment. He/she has supervisory experience, in a lead or management role, with a demonstrated success in the ability to staff and lead/manage technically oriented projects and personnel. The PM is responsible for the overall performance of the task order such as formulating work standards, assigning contractor schedules and resources, reviewing performance, cost, and budget information; supervising/contractor personnel; and communicating policies, purposes, and goals of the organization to subordinates. He/she ensures desired results by determining and implementing
objectives, and allocating appropriate resources and interfaces with client sponsor on all aspects of the program.

**Qualifications:** Bachelor’s Degree or equivalent and at least six (6) years of experience.

**Possible Job Titles in This Labor Category:** Lead Instructor, Senior Technical Advisor, Software Quality Assurance Manager, Senior Software Manager, Information Manager, Environmental Manager, Coding Compliance Manager, Senior Audit Team Leader, Task Leader, Task Manager, Human Capital Project Director, Human Resources Project Director, or others like this.

**4B – Project Manager II**

**Duties and Responsibilities:** The Project Manager II has eight (8) years of experience in managing projects directly relating to the assigned business segment. He/she has two (2) years of supervisory experience, in a lead or management role, with a demonstrated success in the ability to staff and lead/manage technically oriented projects and personnel. The Project Manager II is responsible for the overall performance of the task order such as formulating work standards, assigning contractor schedules and resources, reviewing performance, cost, and budget information; supervising contractor personnel; and communicating policies, purposes, and goals of the organization to subordinates. He/she insures desired results by determining and implementing objectives, and allocating appropriate resources. The project manager interfaces with client sponsor on all aspects of the program.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least eight (8) years of experience.

**Possible Job Titles in This Labor Category:** Program Manager, Lead Instructor, Senior Technical Advisor, Software Quality Assurance Manager, Senior Software Manager, Health Information Manager, Environmental Health and Safety Manager, Coding Compliance Manager, Senior Audit Team Leader, Lead Training Manager, Human Capital Project Director, Human Resources Project Director, or others like this.

**HC/HR Consulting Services**

**6A – Subject Matter Expert I**

**Duties and Responsibilities:** The Subject Matter Expert I is recognized as an industry or specialty expert in area of expertise, through exposure such as publications, research, teaching, and speeches. SMEs may have expertise in an often-unique specialization. He/she may provide consulting in a specialized subject matter. The SME I provides highly technical specialized guidance with regard to area of expertise and is often called upon as a recognized specialist with unique knowledge and skills. He/she is easily able to communicate with customer and understand customer requirements.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least 4 years of experience.

**Possible Job Titles in This Labor Category:** Federal HR/HC specialist, HR IT Specialist, Personnel Systems Administrator, Engineer, Scientist, Director, Consultant, Web Casting Videographer, Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior/Science, Media Director, Educational Measurement Specialist, Logician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist, or others like this.
6B – Subject Matter Expert II

**Duties and Responsibilities:** The Subject Matter Expert II is recognized as an industry or specialty expert Recognized as an industry or specialty expert in area of expertise, through exposure such as publications, research, teaching, and speeches as well experience involving often-unique specialization. The SME II provides expert consulting in a specialized subject matter and/or technology. He/she provides highly technical specialized guidance with regard to area of expertise and is often called upon as a recognized specialist with unique knowledge and skills. He/she must be able to communicate with customer and understand customer requirements. The SME may be tasked with supervisory duties or may be task lead.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least 6 years of experience.

**Possible Job Titles in This Labor Category:** Senior Federal HR / HC specialist, Senior HR IT Specialist, Chief Engineer, Chief Scientist, Director, Consultant, Web Casting Videographer, Principal Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial Engineer, Behavioral Scientist, Media Director, Educational Measurement Specialist, Logician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist, Instructor, Consultant, Training Program Developer, Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.

6C – Subject Matter Expert III

**Duties and Responsibilities:** The Subject Matter Expert III is recognized as an industry or specialty expert in area of expertise, through exposure such as publications, research, teaching, and speeches. He/she has over 8 years of progressive experience (or equivalent combination of education and experience). The SME III has a great deal of experience that can be leveraged to assist a client or a project. Relevant experience includes, but is not limited to, experience in supporting large projects related to the individual's subject matter expertise. These senior personnel are renowned experts in either functional domains (e.g., Federal human capital, Federal human resources, finance, personnel, acquisition, etc.) or technical disciplines (e.g., computer security, network engineering, etc.) with many years of experience. He/she has expert consulting in a specialized subject matter and/or technology and provides highly technical specialized guidance with regard to area of expertise. Often called upon as a recognized specialist with unique knowledge and skills, the PM must be able to communicate with customer and understand customer requirements. He/she may be tasked with supervisory duties and may be task lead. Subject Matter Experts prepare and deliver presentations to colleagues, subordinates, and Government representatives. Subject Matter Experts produce or review substantive or complex documentation reflecting detailed knowledge of technical areas as identified in the statement of work. Subject Matter Experts report to the GKG Project Manager.

**Qualifications:** Bachelor’s in related field or equivalent experience and at least eight (8) years of experience.

**Possible Job Titles in This Labor Category:** Senior Federal HR / HC SME, Chief Engineer, Chief Scientist, Director, Consultant, Web Casting Videographer, Principal Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, HR Information Technology SME, Information Center Manager, BPR Specialist, Knowledge Management Specialist Senior Instructor, Consultant, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.
6D – Subject Matter Expert IV

Duties and Responsibilities: Responsible for providing expertise on specific projects including to but not limited to: compensation analysis, employment and retention, research and analysis, performance appraisals / plans, evaluation of human resource policies and procedures, creating reports of findings, facilitating small working groups, designing schedules, conducting analyses, writing reports and preparing presentations. Identifies problems and develops recommendations. Keeps Government authorities, and management abreast of any problems or solutions.

Qualifications: BA or BS degree in Human Resources, Business, or other related field. Must have at least ten (10) years of experience with a bachelor degree. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

Possible Job Titles in This Labor Category: Senior Federal HR / HC Specialist, Chief Engineer, Chief Scientist, Director, Consultant, Web Casting Videographer, Principal Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist, Senior Instructor, Consultant, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.

9A – HR Consultant I

Duties and Responsibilities: The Consultant I has over four (4) years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, data collection, data analysis, or information system development methods and practices. The Mid-Level Consultant supervises other consultant specialists and applies process improvement and reengineering methodologies and principals to conduct process modernization projects. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis and process and data modeling in support of the planning and analysis efforts using both manual and automated tools. The Mid-Level Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and reengineering disciplines to develop migration strategic and planning documents.

Qualifications: Bachelor’s Degree in related field or equivalent experience and at least four (4) years of experience.

Possible Job Titles in This Labor Category: Federal HR / HC specialist, Engineer, Scientist, Director, Consultant, Telecommunications Analyst, Lead Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist, Senior Instructor, Consultant, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media
Technical Specialist, Architect, or others like this.

9B – HR Consultant II

**Duties and Responsibilities:** The Consultant II has over six (6) years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Mid-Level Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. The Mid-Level Consultant supervises other consultant specialists and applies process improvement and reengineering methodologies and principals to conduct process modernization projects. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis and process and data modeling in support of the planning and analysis efforts using both manual and automated tools. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and reengineering disciplines to develop migration strategic and planning documents.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least six (6) years of experience.

**Possible Job Titles in This Labor Category:** Federal HR / HC specialist, Engineer, Scientist, Director, Consultant, Telecommunications Analyst, Lead Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logistician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist Senior Instructor, Consultant, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.

9C – HR Consultant III

**Duties and Responsibilities:** Shall be responsible for performing, but not necessarily limited to, the following duties: Providing advisory services and assistance in the area of personnel management (This involves identifying deficiencies and making document requests to the assigned offices to obtain items missing from official personnel records); performing Human Resources functions in areas of Federal Staffing and personnel classification activities for both excepted and competitive service employees (This includes classifying positions rating / ranking potential employees, writing crediting plans, advertising positions in journals, newspaper ads and other platforms for filling jobs); distributing SF-50 Forms to the appropriate offices; conducting QC audits to ensure that incoming personnel records are accurate and complete prior to placement in agency files; and providing status reports of actions received to date; design, develop, and implement automated records management systems and procedures to ensure the timely and legally compliance handling of personnel records; analyze and recommend appropriate HR digital imaging and retrieval systems; conduct other studies or analyses to identify problems and solutions relative to the agency’s management of personnel records.

**Qualifications:** A Bachelor’s degree and at least seven (7) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.
Possible Job Titles in This Labor Category: Senior Federal HR / HC specialist, Chief Engineer, Chief Scientist, Director, Consultant, Web Casting Videographer, Principal Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logistician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist Senior Instructor, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.

9D – HR Consultant IV

Duties and Responsibilities: Shall be responsible for performing, but not necessarily limited to, the following duties: Serving as primary point of contact to assigned program offices; providing advisory services and assistance in the area of personnel management (This involves identifying deficiencies and making document requests to the assigned offices to obtain items missing from official personnel records); performing Human Resources functions in areas of Federal Staffing and personnel classification activities for both excepted and competitive service employees (This includes classifying positions rating / ranking potential employees, writing crediting plans, advertising positions in journals, newspaper ads and other platforms for filling jobs); distributing SF-50 Forms to the appropriate offices; conducting QC audits to ensure that incoming personnel records are accurate and compete prior to placement in agency files; and providing status reports of actions received to date; design, develop, and implement automated records management systems and procedures to ensure the timely and legally compliance handling of personnel records; analyze and recommend appropriate HR digital imaging and retrieval systems; conduct other studies or analyses to identify problems and solutions relative to the agency’s management of personnel records.

Qualifications: A Bachelor’s degree and at least eight (8) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Senior Federal HR / HC specialist, Chief Engineer, Chief Scientist, Director, Consultant, Web Casting Videographer, Principal Telecommunications Analyst, Chief Engineer, Consultant, Educator, Professor, Education Principal, Instructor, Military Specialist, Simulator Specialist, Industrial and/or Behavior Science, Media Director, Educational Measurement Specialist, Logistician, Business Subject Matter Specialist, Scientific Subject Matter Specialist, Engineering Subject Matter Specialist, ERP Analysts, Information Center Manager, BPR Specialist, Knowledge Management Specialist Senior Instructor, Senior Training Program Developer, Senior Training Systems Instructor, Digital Communication Specialist, Media Production Specialist, Instructional Media Technical Specialist, Architect, or others like this.

11A – Human Resources Information Specialist (HRIS) I (Journeyman Level)

Duties and Responsibilities: Assists clients in conducting reviews and evaluations of HR systems and or programs, organizational structures, HR workflow processes, and / or process reengineering. Journey-level knowledge of and experience in applying management tools and fundamental review concepts. Performs moderately detailed functional analyses of HR administrative and programmatic areas to identify and describe specific characteristics for defining functions and establishing functional relationships. This may include aligning functions within an existing organizational structure to take advantage of subject matter expertise; recommending new organizational structures that incorporate existing and newly defined functions; and demonstrating how management can maintain organizational flexibility.

Develops and / or utilizes HR standards, regulations, metrics and other means to evaluate programs and
systems or to assess organizational performance or adherence to federal or agency HR requirements.

**Qualifications:** A Bachelor’s degree and at least three (3) years of HR program, policy, and / or systems evaluation or review experience performing the foregoing types of functions for the Federal Government. An additional three (3) years of related or similar experience in the public or private sector may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

**Possible Job Titles in This Labor Category:** HRIS Configuration Specialist, HRIS Analyst/Specialist, Specialist – HRIS, Human Resources Information Systems Specialist, or others like this.

### 11B – Human Resources Information Specialist (HRIS) II (Sr. Level)

**Duties and Responsibilities:** Conducts detailed reviews or evaluations of human resources systems and / or programs, organizational structures, HR workflow processes, and / or process reengineering in complex environments. Extensive knowledge of and experience in applying management tools and fundamental review concepts.

Performs complex functional analyses of HR administrative and / or programmatic areas to identify and describe specific characteristics for defining functions and establishing functional relationships. This may include aligning functions within an existing organizational structure to take advantage of subject matter expertise; recommending new organizational structures that incorporate existing and newly defined functions; and demonstrating how management can maintain organizational flexibility within a structure that requires a high level of expertise across diverse functional areas by utilizing approaches such as matrix management.

Develops and / or utilizes HR standards, regulations, metrics and other means to evaluate programs and systems or to assess organizational performance or adherence to federal or agency HR requirements.

**Qualifications:** A Bachelor’s degree and at least six (6) years of directly related progressively responsible and in-depth HR program, policy, and / or systems evaluation or review experience performing the foregoing types of functions. An additional four (4) years of directly related or similar experience may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

**Possible Job Titles in This Labor Category:** Senior HRIS Configuration Specialist, HRIS Analyst/Specialist Senior Specialist – HRIS, Senior Human Resources Information Systems Specialist, or others like this.

### 13A – Recruiter I (Head Hunter) (Entry Level)

**Duties and Responsibilities:** Participates in proactively identifying and reaching out to potential applicants. Provide telephone support to applicants seeking job related information and assistance applying for Federal positions using automated systems or applications processes. Provides logistics support for outreach activities at Association Meetings / Conferences and Job Fairs. Develops and maintains applicant tracking databases. Provides candidates with ongoing application status reports. Assists in proactively identifying candidates: conducting qualifications assessments and prescreening interviews; setting up selection interviews; supporting staffing activities including reference checks, offer letters, and employee on-boarding and new employee orientation.

**Qualifications:** A Bachelor’s degree and at least one (1) year of work experience involving the application of strong organizational and interpersonal skills as well as a demonstrated customer service orientation is
required. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

Possible Job Titles in This Labor Category: Junior Staffing Specialist, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Source), Human Resource and Recruiting Coordinator, Federal Staffing Specialist, or others like this.

13B – Recruiter II (Head Hunter) (Journeyman Level)

Duties and Responsibilities: Designs and implements annual recruiting strategies using creative recruitment techniques to identify well qualified candidates. Develops action plans that include writing and placing of advertisements in professional journals, national newspapers and on professional web sites; posting positions on USAJOBS; mining association data bases; and, planning, coordinating and conducting outreach activities at Association Meetings / Conferences and Job Fairs. Maximizes the use of Federal hiring flexibilities and recruiting incentives. Assists in proactively identifying candidates: conducting qualifications assessments and prescreening interviews; setting up selection interviews; supporting staffing activities including reference checks, offer letters, and employee on-boarding and new employee orientation.

Qualifications: A Bachelor’s degree and at least two (2) years of recruiting experience including at least one (1) year of experience recruiting for candidates in specifically identified occupations. Prior Federal recruiting experience is desirable. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

Possible Job Titles in This Labor Category: Staffing Specialist, Senior Manager for Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Director, Talent Acquisition, Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Source), Recruiting Coordinator, Human Resource and Recruiting Coordinator, Federal Staffing Specialist, or others like this.

13C – Recruiter III (Head Hunter) (Sr. Level)

Duties and Responsibilities: Works with senior leadership to develop annual recruiting plans to ensure timely identification of current and future hiring needs. Designs and implements annual recruiting strategies using creative recruitment techniques to identify well qualified candidates. Develops action plans that include writing and placing of advertisements in professional journals, national newspapers and on professional web sites; posting positions on USAJOBS; and, planning, coordinating and conducting outreach activities at Association Meetings / Conferences and Job Fairs. Maximizes the use of Federal hiring flexibilities and recruiting incentives. May lead a team of recruiters charged with proactively identifying candidates: conducting qualifications assessments and prescreening interviews; setting up selection interviews; supporting staffing activities including reference checks, offer letters, and employee on-boarding and new employee orientation.

Qualifications: A Bachelor’s degree and at least five (5) years of recruiting experience including at least three (3) years of experience recruiting for candidates in specifically identified occupations. Prior federal recruiting experience is desired. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree. An additional two (2) years of directly related experience may be substituted for the Master’s degree.

Possible Job Titles in This Labor Category: Staffing Specialist, Senior Manager for Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Director, Talent Acquisition, Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Source), Recruiting Coordinator, Human Resource and Recruiting Coordinator, Federal Staffing Specialist, or others like this.
14A – Executive Recruiter

**Duties and Responsibilities:** Plans and executes exhaustive searches for senior level experts as well as high level managers and executives. May be assigned to hard to fill positions that have a high level of difficulty in attracting viable candidates because of the unique and specialized nature of the job, a highly competitive labor market, and / or because prior recruitment efforts have failed to yield highly qualified candidates. The Consultant develops a thorough understanding of an organization’s mission and business processes as related to recruitment of high level talent and coupled with an expert knowledge of executive search principles and practices, conducts internal focus meetings with subject matter experts and managers to ascertain the key elements and characteristics that are needed in the position to be filled. Typically prepares for client review a detailed talent sourcing and search strategy involving a variety of marketing and media outlets. May be asked to draft supportive outreach and recruitment material and present to the client. Consultant may use his/her personal networks and contacts to aid in the talent search for viable candidates and may assist the client in conducting reference checks, conducting pre-interview screening or otherwise vetting prospective candidates for the consideration of selecting officials.

**Qualifications:** A Bachelor’s degree and at least three (3) year of directly related progressively responsible and in-depth executive search experience performing the foregoing types of functions. An additional four (4) years of similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Senior Staffing Specialist, Senior Manager for Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Director of Talent Acquisition, Supervisory Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Sourcer), Recruitment Manager - Human Resources, Recruiting Coordinator, Human Resource and Recruiting Coordinator, Federal Staffing Specialist, or others like this.

14B – Senior Executive Recruiter

**Duties and Responsibilities:** Plans and executes exhaustive searches for senior level experts as well as high level managers and executives. May be assigned to hard to fill positions that have a high level of difficulty in attracting viable candidates because of the unique and specialized nature of the job, a highly competitive labor market, and / or because prior recruitment efforts have failed to yield highly qualified candidates. The Consultant develops a thorough understanding of an organization’s mission and business processes as related to recruitment of high level talent and coupled with an expert knowledge of executive search principles and practices, conducts internal focus meetings with subject matter experts and managers to ascertain the key elements and characteristics that are needed in the position to be filled. Typically prepares for client review a detailed talent sourcing and search strategy involving a variety of marketing and media outlets. May be asked to draft supportive outreach and recruitment material and present to the client. Consultant may use his/her personal networks and contacts to aid in the talent search for viable candidates and may assist the client in conducting reference checks, conducting pre-interview screening or otherwise vetting prospective candidates for the consideration of selecting officials.

**Qualifications:** A Bachelor’s degree and at least five (5) years of directly related progressively responsible and in-depth executive search experience performing the foregoing types of functions. An additional four (4) years of similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Senior Staffing Specialist, Senior Manager for Executive Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Director of Talent Acquisition, Supervisory Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Sourcer), Recruitment Manager - Human Resources, Recruiting Coordinator, Human Resource and Recruiting Coordinator, Senior Federal Staffing Specialist, or others like this.
HR Operational Support Services

17A – HR Clerk I

Duties and Responsibilities: Performs a variety of tasks including, but not limited to, clerical and secretarial duties. The work is under general supervision of higher-level personnel in preparation of various human resource tasks throughout compensation, benefits, staffing/employment, EEO procedures and policy administration. The HR Clerk I is expected to exercise discretion at all times; limited judgment may be necessary at times. This assistant may be required to operate general office equipment such as; typewriter, personal computer, copier, adding machine, and facsimile.

Qualifications: High School Diploma and at least one (1) year of experience.

Possible Job Titles in This Labor Category: Junior Administrative Specialist, Project Support Assistant, Administrative Assistant, Training Assistant, Training Aide, or others like this.

17B – HR Clerk II

Duties and Responsibilities: Serves as a clerical expert in independently processing the most complicated types of personnel actions, e.g., temporary employment, rehires, and dismissals. In this position, one may perform tasks beyond routine clerical such as: pre-employment drug screening and new hire orientation, responding to routine questions on policy and procedures, and/or provide reports on employee turnover or time and attendance. This assistant may be asked to evaluate and consolidate information from various sources under short deadlines, such as internal or external survey information, reporting on company employment statistics (retention, equal opportunity reporting, etc). The Personnel Assistant II may provide guidance to lower level Personnel Assistants. This level requires extensive knowledge of various office software packages. Guidance is provided as needed. Completed written work receives close technical review from higher-level personnel office employees. Work may be checked occasionally.

Qualifications: High School Diploma and at least two (2) years of experience.

Possible Job Titles in This Labor Category: Administrative Specialist, Project Support Assistant, Jr. Administrative Assistant, Training Assistant, Training Aide, or others like this.

18A – HR Assistant I (Entry Level)

Duties and Responsibilities: Provides support under the guidance of supervision in all functional areas of human resources, including recruitment and employment, personnel records, employee and labor relations, job evaluation, compensation management, benefits administration, training and administrative duties.

Qualifications: High school diploma or GED. At least two (2) years of experience in an HR office environment with working knowledge of office support hardware and software.

Possible Job Titles in This Labor Category: Junior Office Assistant - Records, Human Resources General Assistant, Junior Administrative Support Assistant, Associate Human Resources Administrative Assistant, Human Resource Associate, Personnel Assistant, Benefits Assistant, Junior Recruiting Assistant, Human Resources Coordinator, Junior Staff Assistant, or others like this.

18B – HR Assistant II (Journeyman Level)

Duties and Responsibilities: Provides support under the guidance of supervision in all functional areas of human resources, including recruitment and employment, personnel records, employee and labor relations, job evaluation, compensation management, benefits administration, training and administrative duties.
**Qualifications:** Associates Degree or BA/BS degree in Human Resources, Business or related field. Must have at least two (2) years of experience with an Associate Degree or a BA/BS degree in related field.

**Possible Job Titles in This Labor Category:** Office Assistant - Records, Human Resources General Assistant, Administrative Support Assistant, Human Resources Administrative Assistant, Human Resource Associate, Personnel Assistant, Benefits.

**18C – HR Assistant III (Sr. Level)**
**Duties and Responsibilities:** Provides support under the guidance of supervision in all functional areas of human resources, including recruitment and employment, personnel records, employee and labor relations, job evaluation, compensation management, benefits administration, training and administrative duties.

**Qualifications:** BA/BS degree in Human Resources, Business or related field. Must have at least four (4) years of experience with an Associate’s Degree or at least two (2) years of experience with a BA/BS degree in related field.

**Possible Job Titles in This Labor Category:** Senior Office Assistant - Records, Human Resources General Assistant, Senior Administrative Support Assistant, Human Resources Administrative Assistant, Human Resource Associate, Personnel Assistant, Benefits Assistant, Senior Recruiting Assistant, Human Resources Coordinator, Staff Assistant, or others like this.

**18D – HR Assistant IV (Team Lead)**
**Duties and Responsibilities:** Provides supervision and guidance in all functional areas of human resources, including recruitment and employment, personnel records, employee and labor relations, job evaluation, compensation management, benefits administration, training and administrative duties.

**Qualifications:** Associates Degree or BA/BS degree in Human Resources, Business or related field. Must have at least five (5) years of experience with an Associate’s Degree or at least four (4) years of experience with a BA/BS degree in related field.

**Possible Job Titles in This Labor Category:** Lead Office Assistant - Records, Senior Human Resources General Assistant, Lead Administrative Support Assistant, Senior Human Resources Administrative Assistant, Human Resource Associate, Personnel Assistant, Lead Benefits Assistant, Head Recruiting Assistant, Senior Human Resources Coordinator, Head Staff Assistant, or others like this.

**20A – Classification Specialist I (Entry Level)**
**Duties and Responsibilities:** Assists clients in carrying out their position classification / management and / or compensation responsibilities. Provides assistance and technical support to agencies in exercising their authority to conduct occupational or job analysis studies, and may be assigned to provide classification support service for groups of organizations within the agency. Responsibilities include assist in the analysis and the rendering of advisory opinions on classification of a wide variety of positions, and development of recommendations for new or revised classification titles, series of positions. Assignments involve working with reorganizations, realignments or the need to classify positions where there is little classification and pay precedent. Duties require the exercise of judgment in the application of classification theory, principles and methods and the ability to deal tactfully with officials in departments and agencies.

Receives and reviews a variety of classification requests; discusses duties and responsibilities of positions under review by field audit; advises officials of alignment effects of given classification requests on other
positions, overlapping functions or organizational relationship problems; prepares audit reports with recommendations for appropriate action.

Performs a variety of assignments of a comprehensive nature relating to classification or pay; also performs studies and analyses with responsibility for providing recommendations for final action and verbal presentation of findings to officials.

Qualifications: A Bachelor’s degree and at least one (1) year of position classification / management and / or compensation experience for the Federal Government performing classification functions. An additional three (3) years of related position classification or similar experience in the public or private sector may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Assistant Classification Specialist/Analyst, Position Management and Classification Specialist, Classification/Compensation Specialist, Junior Human Resources Specialist (Classification), HR Classification and Compensation Specialist, Classifier, or others like this.

20B – Classification Specialist II (Journeyman Level)
Duties and Responsibilities: Assists clients in carrying out their position classification /management and / or compensation responsibilities. Provides technical support to agencies in exercising their authority to conduct occupational or job analysis studies, and may be assigned to provide classification service for groups of organizations within the agency. Responsibilities include analysis and the rendering of advisory opinions on classification of a wide variety of positions, and development of recommendations for new or revised classification titles, series of positions. Assignments involve working with reorganizations, realignments or the need to classify positions where there is little classification and pay precedent. Duties require the exercise of judgment in the application of classification theory, principles and methods and the ability to deal tactfully with officials in departments and agencies.

Receives and reviews a variety of classification requests; discusses duties and responsibilities of positions under review by field audit; advises officials of alignment effects of given classification requests on other positions, overlapping functions or organizational relationship problems; prepares audit reports with recommendations for appropriate action.

Performs a variety of assignments of a comprehensive nature relating to classification or pay; also performs studies and analyses with responsibility for providing recommendations for final action and verbal presentation of findings to officials.

Qualifications: A Bachelor’s degree and at least three (3) years of position classification / management and / or compensation experience for the Federal Government performing the foregoing types of functions. An additional three (3) years of related position classification or similar experience in the public or private sector may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Classification Specialist/Analyst, Classification/Compensation Specialist, Human Resources Specialist (Classification), HR Classification and Compensation Specialist, Classifier, or others like this.

20C – Classification Specialist III (Sr. Level)
Duties and Responsibilities: Is an authority on a full range of position classification / management and / or compensation issues, many of which are of a highly complex nature. Provides expert assistance to Federal agencies in carrying out their authority to classify and manage positions.
The Senior Specialist maybe responsible for performing a variety of more difficult and complex assignments in various phases of position classification and / or compensation administration. May conduct special occupational or job analysis studies. Responsibilities include analysis recommendations for classification of a wide variety of positions, and development of recommendations for new or revised classification titles, series of positions. Assignments involve working with the more complex and dynamic organizations in terms of reorganizations, realignments or the need to classify positions where there is little classification and pay precedent. Duties require the exercise of considerable judgment in the application of classification theory, principles and methods and the ability to deal tactfully with officials in departments and agencies.

Receives and reviews a variety of the more complex and difficult classification requests; discusses duties and responsibilities of positions under review by field audit; advises departmental officials of alignment effects of given classification requests on other positions, overlapping functions or organizational relationship problems; prepares audit reports with recommendations for appropriate action.

Performs a variety of special assignments of a comprehensive nature relating to classification or pay; also performs detailed studies and analyses that are complex in nature with responsibility for providing recommendations for final action and verbal presentation of findings to departmental officials.

**Qualifications:** A Bachelor’s degree and at least five (5) years of position classification / management and / or compensation experience for the Federal Government performing the foregoing types of functions. An additional three (3) years of related position classification or similar experience in the public or private sector may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Senior Classification Specialist/Analyst, Classification/Compensation Specialist, Human Resources Specialist (Classification), Senior HR Classification and Compensation Specialist, Classifier, or others like this.

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21A – Staffing Specialist I (Entry Level)

**Duties and Responsibilities:** Provides assistance to clients in carrying out their authority to recruit and staff – i.e., announce, develop crediting plans, rate and rank applications or take other actions that address the filling of positions from either internal or external sources. May also be called upon to assist agencies in conducting job searches, developing assessment criteria and structured interview (behavioral interview) questions for use by agency officials.

Applies skills and knowledge of Federal HR to administer HR processes in recruitment and / or staffing. Provides HR process services to provide HR advisory services to Federal HR policy and operations specialists. For example, may be asked to assist in the performance of some of the following tasks: performs job analysis, develops crediting plans and recruitment plans; develops or interprets HR policy or guidance; prepares HR reports or analytics; responds to technical questions received via phone or email. Evaluates employment factors such as job experience, education and training, skills, knowledge and abilities, physical and personal qualifications, and other data pertinent to classification, selection, and referral. Prepares rating on applicants, makes recommendations on starting salaries, and provides applicants with information as needed. May check references, extend formal job offers, work with outside agencies and vendors, etc.

**Qualifications:** A Bachelor’s degree and at least three (3) to five (5) years of directly related progressively responsible and in-depth Federal staffing and recruitment experience performing the foregoing types of functions. An additional four (4) years of directly related Federal staffing or similar experience may be substituted for the Bachelor’s degree.
**Possible Job Titles in This Labor Category:** Junior Staffing Specialist, Technical Recruiter, HR Specialist (Staffing), Sourcing Recruiter (Sourcer), Recruiter - Human Resources, Federal Staffing Specialist, Recruiter, or others like this.

**21B – Staffing Specialist II (Journeyman Level)**

**Duties and Responsibilities:** Provides assistance to clients in carrying out their authority to recruit and staff – i.e., announce, develop crediting plans, rate and rank applications or take other actions that address the filling of positions from either internal or external sources. May also be called upon to assist agencies in conducting job searches, developing assessment criteria and structured interview (behavioral interview) questions for use by agency officials.

Applies journey level skills and knowledge of Federal HR to administer HR processes in recruitment and/or staffing. Provides HR process services and interacts with clients to provide HR advisory services to Federal HR policy and operations specialists. For example, may be asked to perform some of the following tasks: performs job analysis, develops crediting plans and recruitment plans; develops or interprets HR policy or guidance; prepares HR reports or analytics; responds to technical questions received via phone or email. Evaluates employment factors such as job experience, education and training, skills, knowledge and abilities, physical and personal qualifications, and other data pertinent to classification, selection, and referral. Prepares rating on applicants, makes recommendations on starting salaries, and provides applicants with information as needed. May check references, extend formal job offers, work with outside agencies and vendors, etc.

**Qualifications:** A Bachelor’s degree and at least four (4) to six (6) years of directly related progressively responsible and in-depth Federal staffing and recruitment experience performing the foregoing types of functions. An additional four (4) years of directly related Federal staffing or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Staffing Specialist, Manager for Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Sourcer), Recruitment Manager - Human Resources, Recruiting Coordinator, Human Resource and Recruiting Coordinator, Federal Staffing Specialist, Recruiter, or others like this.

**21C – Staffing Specialist III (Sr. Level)**

**Duties and Responsibilities:** Is an authority on a full range of Recruitment, Staffing and Internal Placement issues, many of which are of a highly complex nature. Provides expert assistance to Federal agencies in carrying out their authority to recruit – i.e., announce, develop crediting plans, rate and rank applications or take other actions that address the filling of positions from either internal or external sources. May also be called upon to assist agencies in conducting job searches, developing assessment criteria and structured interview (behavioral interview) questions for use by agency officials.

Applies advanced skills and knowledge of Federal HR business processes to administer HR processes in recruitment and/or staffing. Provides HR process services and interacts with clients to provide HR advisory services to Federal HR policy and operations specialists. For example, may be asked to perform some or all of the following tasks: performs job analysis, develops crediting plans and recruitment plans; develops or interprets HR policy or guidance; prepares HR reports or analytics; responds to technical questions received via phone or email. Senior Recruitment and Staffing Specialists evaluate employment factors such as job experience, education and training, skills, knowledge and abilities, physical and personal qualifications, and other data pertinent to classification, selection, and referral. Prepares rating on applicants, makes...
recommendations on starting salaries, and provides applicants with information as needed. May check references, extend formal job offers, work with outside agencies and vendors, etc.

**Qualifications:** A Bachelor’s degree and at least six (6) to ten (10) years of directly related progressively responsible and in-depth Federal staffing and recruitment experience performing the foregoing types of functions. An additional four (4) years of directly related Federal staffing or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Senior Staffing Specialist, Senior Manager for Talent Acquisition, Talent Representative, Technical Recruiter, HR Specialist (Staffing), Director of Talent Acquisition, Supervisory Human Resources Specialist (Recruitment/Placement), Sourcing Recruiter (Sourcer), Recruitment Manager - Human Resources, Recruiting Coordinator, Human Resource and Recruiting Coordinator, Federal Staffing Specialist, Senior Recruiter, or others like this.

22A – HR Benefits Specialist I (Entry Level)

**Duties and Responsibilities:** Provides technical, procedural and evaluative assistance in the area of employee benefits. Applies 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. Provides support for incentive awards and performance appraisal programs.

The Specialist 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.

**Qualifications:** The Specialist has performed this work 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. A Bachelor’s Degree and at least one (1) year of experience. An additional four (4) years of similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Associate Benefits Consultant, Benefits Assistant, Assistant Human Resources / Human Capital Management System Coordinator, Benefits Representative, Flexible Benefits Specialist, Retirement Benefits Specialist, Junior Benefits Analyst, Compensation and Benefits Associate, Payroll / Benefits Specialist, HR Coordinator, HR Specialist (Employee Benefits), Associate HR Specialist, HR Coordinator – Benefits, or others like this.

22B – HR Benefits Specialist II (Journeyman Level)

**Duties and Responsibilities:** Provides technical, procedural and evaluative assistance in the area of employee benefits. Applies 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. Provides support for incentive awards and performance appraisal programs.
The Specialist 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.

Qualifications: The Specialist 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. A Bachelor’s degree and at least three (3) years of directly related progressively responsible and in-depth Federal benefit experience performing the foregoing types of functions. An additional four (4) years of directly related Federal benefit or similar experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Benefits Consultant, Human Resources / Human Capital Management System Coordinator, Benefits Representative, Flexible Benefits Specialist, Retirement Benefits Specialist, Benefits Analyst, Compensation and Benefits Representative, Payroll / Benefits Specialist, HR Coordinator, HR Specialist (Employee Benefits), HR Specialist, HR Coordinator – Benefits, or others like this.

22C – HR Benefits Specialist III (Sr. Level)

Duties and Responsibilities: Provides technical, procedural and evaluative assistance in the area of employee benefits. Applies 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. Provides support for incentive awards and performance appraisal programs.

The Specialist 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.

Qualifications: The Specialist has performed this work at the full-performance level or higher and is an expert in the field of 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. A Bachelor’s degree and at least six (6) years of directly related progressively responsible and in-depth Federal benefit experience performing the foregoing types of functions. An additional four (4) years of directly related Federal benefit or similar experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Senior Benefits Consultant, Human Resources / Human Capital Management System Coordinator, Benefits Representative, Flexible Benefits Specialist, Retirement Benefits Specialist, Benefits Analyst, Compensation and Benefits Manager, Payroll / Benefits Specialist, HR Coordinator, HR Specialist (Employee Benefits), Senior HR Specialist

23A – HR Policy Specialist I (Journeyman Level)

Duties and Responsibilities: Assists clients in a range of human capital management issues involving varying levels of complexity. Provides a variety of assistance to Federal agencies in human capital planning and / or
analysis, policy analysis, research, and/or development, management, analysis, organizational effectiveness and/or related federal human resources issues. Provides expert support for conducting analysis of HR planning or policy needs and future trends. Other services may include program planning and/or compliance reviews, analyzing performance outcomes; negotiating performance benchmarks; preparing and presenting oral and written statistical, financial, and narrative reports regarding the status of performance measures and other required subjects of reporting. Conducts HR research and analyses of labor market trends; workforce planning systems, and/or skill needs assessments. Prepares new or modified HR policies, programs, and systems involving a variety of human resources related issues as requested by the client.

**Qualifications:** A Bachelor’s degree and at least three (3) years of human capital planning and/or policy development experience performing the foregoing types of functions for the Federal Government performing the foregoing functions. An additional three (3) years of related HR planning or similar experience in the public or private sector may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** HR Policy and Process Improvement Specialist or others like this. Policy Writer, Policy Developer, Policy Analyst Specialist, or others like this.

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**23B – HR Policy Specialist II (Sr. Level)**

**Duties and Responsibilities:** Is an authority on a full range of human capital management issues, many of which are of a highly complex nature. Provides expert assistance to Federal agencies in human capital planning and/or analysis, policy analysis, research, and/or development, management, analysis, organizational effectiveness and/or related federal human resources issues. Provides expert support for conducting analysis of HR planning or policy needs and future trends. Other services may include program planning and/or compliance reviews, analyzing performance outcomes; negotiating performance benchmarks; preparing and presenting oral and written statistical, financial, and narrative reports regarding the status of performance measures and other required subjects of reporting. Conducts HR research and analyses of labor market trends; workforce planning systems, and/or skill needs assessments. Prepares new or modified HR policies, programs, and systems involving complex human resources related issues as requested by the client.

**Qualifications:** A Bachelor’s degree and at least six (6) years of directly related progressively responsible and in-depth human capital planning and/or policy development experience for the Federal Government performing the foregoing types of functions. An additional four (4) years of directly related HR planning or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Senior HR Policy and Process Improvement Specialist or others like this. Policy Expert, Policy Analysis Specialist, or others like this.

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**24A – Employee Relations Specialist I (Journeyman Level)**

**Duties and Responsibilities:** Provides the full range of employee relations services for the organization. The Specialist provides advice and assistance in the areas of complex conduct and discipline issues; grievances and appeals; adverse actions; performance management; leave administration; labor relations; merit system principles and prohibited personnel practices. May prepare disciplinary and adverse actions; performance-based actions and other management-initiated non-disciplinary actions. If needed by the agency, conducts investigations into employee allegations of misconduct and harassment. Serves as technical advisor on all aspects of employee relations and prepares and provides required correspondence/information/documentation for cases preparation involving third party review.

The Specialist is a technical expert on employee relations issues and is able to furnish consultative advice and
guidance to management officials and supervisors on all aspects of employee and employee relations and performance management. The specialist has supervised or personally performed this work at a senior level and has an extended work history in this area.

**Qualifications:** A Bachelor’s degree and at least three (3) years of directly related progressively responsible and in-depth Federal employee and labor relations experience performing the foregoing types of functions. An additional three (3) years of directly related Federal benefit or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Employee Relations and Retention Associate, Human Resources Associate (Employee Relations), Employee Relations Consultant, Junior Employee Relations/EEO Specialist, or others like this. Workforce Relations Specialist, Human Capital Specialist, or others like this.

24B – Employee Relations Specialist II (Sr. Level)

**Duties and Responsibilities:** Provides the full range of employee relations services for the organization. The Specialist provides advice and assistance in the areas of complex conduct and discipline issues; grievances and appeals; adverse actions; performance management; leave administration; labor relations; merit system principles and prohibited personnel practices. May prepare disciplinary and adverse actions; performance-based actions and other management-initiated non-disciplinary actions. If needed by the agency, conducts investigations into employee allegations of misconduct and harassment. Serves as technical advisor on all aspects of employee relations and prepares and provides required correspondence / information / documentation for cases preparation involving third party review.

The Specialist is a technical expert on employee and labor relation relations issues and is able to furnish consultative advice and guidance to management officials and supervisors on all aspects of employee and employee relations and performance management. The specialist has supervised or personally performed this work at a senior level and has an extended work history in this area.

**Qualifications:** A Bachelor’s degree and at least six (6) years of directly related progressively responsible and in-depth Federal employee and labor relations experience performing the foregoing types of functions. An additional four (4) years of directly related Federal employee and labor relations or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Employee Relations and Retention Specialist, Human Resources Specialist (Employee Relations), Employee Relations Consultant, Employee Relations/EEO Specialist, or others like this.

25A – Employee & Labor Relations Specialist I (Journeyman Level)

**Duties and Responsibilities:** Provides the full range of employee and labor relations services for the organization. The Specialist provides advice and assistance in the areas of complex conduct and discipline issues; grievances and appeals; adverse actions; performance management; leave administration; labor relations; merit system principles and prohibited personnel practices. May prepare disciplinary and adverse actions; performance-based actions and other management-initiated non-disciplinary actions. If needed by the agency, conducts investigations into employee allegations of misconduct and harassment. Serves as technical advisor on all aspects of labor relations and prepares and provides required correspondence / information / documentation for cases preparation involving third party review.

The Specialist is a technical expert on employee and labor relations issues and is able to furnish consultative advice and guidance to management officials and supervisors on all aspects of employee and employee
relations and performance management. The specialist has supervised or personally performed this work at a senior level and has an extended work history in this area.

**Qualifications:** A Bachelor’s degree and at least three (3) years of directly related progressively responsible and in-depth Federal employee and labor relations experience performing the foregoing types of functions. An additional three (3) years of directly related Federal benefit or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Associate Collective Bargaining Specialist, Union Relations Specialist, Union Negotiator, Labor Relations Negotiator, or others like this.

**25B – Employee & Labor Relations Specialist II (Sr. Level)**

**Duties and Responsibilities:** Provides the full range of employee and labor relations services for the organization. The Specialist provides advice and assistance in the areas of complex conduct and discipline issues; grievances and appeals; adverse actions; performance management; leave administration; labor relations; merit system principles and prohibited personnel practices. May prepare disciplinary and adverse actions; performance-based actions and other management-initiated non-disciplinary actions. If needed by the agency, conducts investigations into employee allegations of misconduct and harassment. Serves as technical advisor on all aspects of labor relations and prepares and provides required correspondence / information / documentation for cases preparation involving third party review.

The Specialist is a technical expert on employee and labor relations issues and is able to furnish consultative advice and guidance to management officials and supervisors on all aspects of employee and employee relations and performance management. The specialist has supervised or personally performed this work at a senior level and has an extended work history in this area.

**Qualifications:** A Bachelor’s degree and at least six (6) years of directly related progressively responsible and in-depth Federal employee and labor relations experience performing the foregoing types of functions. An additional four (4) years of directly related Federal employee and labor relations or similar experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Collective Bargaining Specialist, Contract Administrator, Workforce Planning and Employment Specialist, or others like this.

**26A – HR Generalist I (Entry Level)**

**Duties and Responsibilities:** Performs a broad range of responsibilities across at least one (1) functional area of human resources management that may include: recruitment, staffing and placement; classification and position management; employee relations and performance management, labor relations, pay administration, training and career development.

**Qualifications:** A Bachelor’s degree and at least two (2) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.

**Possible Job Titles in This Labor Category:** Junior Human Resources Consultant, HR Professional, Human Resources Associate Analyst, Assistant Human Resources Coordinator, Employment Specialist, Human Resources Analyst, or others like this.
26B – HR Generalist II (Journeyman Level)

Duties and Responsibilities: Performs a broad range of responsibilities across two (2) or more functional areas of human resources management that may include: recruitment, staffing and placement; classification and position management; employee relations and performance management, labor relations, pay administration, training and career development.

Qualifications: A Bachelor’s degree and at least four (4) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Human Resources Consultant, HR Professional, Human Resources Analyst, Human Resources Coordinator, Employment Specialist, Human Resources Analyst, or others like this.

26C – HR Generalist III (Sr. Level)

Duties and Responsibilities: Performs a broad range of responsibilities across two (2) or more functional areas of human resources management that may include: recruitment, staffing and placement; classification and position management; employee relations and performance management, labor relations, pay administration, training and career development.

Qualifications: A Bachelor’s degree and at least six (6) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Senior Human Resources Consultant, HR Professional, Senior Human Resources Analyst, HR Manager, Human Resources Coordinator, Employment Specialist, Human Resources Analyst, or others like this.

26D – HR Generalist IV (SME Level)

Duties and Responsibilities: Performs a broad range of responsibilities across two (2) or more functional areas of human resources management that may include: recruitment, staffing and placement; classification and position management; employee relations and performance management, labor relations, pay administration, training and career development.

Qualifications: A Bachelor’s degree and at least ten (10) years of directly related progressively responsible experience. An additional four (4) years of directly related experience may be substituted for the Bachelor’s degree.

Possible Job Titles in This Labor Category: Lead Human Resources Consultant, HR Professional, Lead Human Resources Analyst, Senior HR Manager, Human Resources Coordinator, Employment Specialist, Human Resources Analyst, or others like this.

Training Support Services

28A – Instructional Designer I

Duties and Responsibilities: The Instructional Designer I has seven (7) years of experience in training development. He/she have a good knowledge of curriculum development and great abilities to communicate with customers and understand customer requirements. The Instructional Designer I conducts training analysis; and based on that, designs and develops training course content. This content may include interactive presentations, case studies, simulations, role plays and other appropriate learning activities.
He/she observes training delivery to ensure course objectives are met. The Instructional Designer I may develop training scenarios, training plans, and curricula using current technology. He/she may work with Multi-Media specialists as well graphic artists and programmers to produce web-based or blended courseware.

The Instructional Designer I may establish a system to develop, implement, and assess the local curriculum and its alignment to customer requirement. He/she may review and recommend specific training materials or courseware to clients. The Instructional Designer I may provide supervision to others.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least seven (7) years of experience.

**Possible Job Titles in This Labor Category:** Educational Specialist, Instructional Designer, Publication Designer, Courseware Developer, Senior Training Developer, Training Consultant, Training and Development Specialist, Employee Development Specialist, or others like this.

**28B – Instructional Designer II**

**Duties and Responsibilities:** The Instructional Designer II has ten (10) years of experience in training development. He/she have an excellent knowledge of curriculum development and excellent abilities to communicate with customers and understand customer requirements. The Instructional Designer II conducts training analysis; and based on that, designs and develops training course content. This content may include interactive presentations, case studies, simulations, role plays and other appropriate learning activities. He/she observe training delivery to ensure course objectives are met. The Instructional Designer II may develop training scenarios, training plans, and curricula using current technology. He/she may work with Multi-Media specialists’ as well graphic artists and programmers to produce web-based or blended courseware.

The Instructional Designer II may establish a system to develop, implement, and assess the local curriculum and its alignment to customer requirement. He/she may review and recommend specific training materials or courseware to clients. The Instructional Designer II may provide supervision to others.

**Qualifications:** Bachelor’s Degree in related field or equivalent experience and at least ten (10) years of experience.

**Possible Job Titles in This Labor Category:** Lead Educational Specialist, Lead Instructional Designer, Lead Publication Designer, Lead Courseware Developer, Senior Training Developer, Training Consultant, Training and Development Specialist, Employee Development Specialist, or others like this.

**29A – Training Specialist I**

**Duties and Responsibilities:** Responsible for ensuring that consistent, high quality training is developed and implemented. Responsibilities include assisting with developing, delivering, and evaluating training programs (including on-line courses, self-study, and blended learning opportunities) for support, professional, and managerial staff, coordinating training activities, schedules, and instructors for professional development programming and performing special projects and other duties as assigned.

**Qualifications:** Bachelor’s Degree and at least two (2) years of experience.

**Possible Job Titles in This Labor Category:** Educational Specialist, Senior Instructional Designer, Publication Designer, Manager of Courseware Development, Training Developer, Multi-Media Specialist, Training and
Development Specialist, Employee Development Specialist, or others like this.

**29B – Training Specialist II**

**Duties and Responsibilities:** Responsible for ensuring that consistent, high quality training is developed and implemented. Responsibilities include assisting with developing, delivering, and evaluating training programs (including on-line courses, self-study, and blended learning opportunities) for support, professional, and managerial staff, coordinating training activities, schedules, and instructors for professional development programming and performing special projects and other duties as assigned.

**Qualifications:** Bachelor’s Degree and at least four (4) years of experience.

**Possible Job Titles in This Labor Category:** Educational Specialist, Senior Instructional Designer, Publication Designer, Manager of Courseware Development, Training Developer, Multi-Media Specialist, Training and Development Specialist, Employee Development Specialist, or others like this.

**33A – Training Director**

**Duties and Responsibilities:** Conducts needs assessment that determines what types of training should be provided to employees. May be involved in designing and developing training programs that will be used in on the job training, professional development and more. Responsible for developing a calendar that details what type of training opportunities are being offered. Provides information regarding what classes are being offered, what participants can expect to learn, what prerequisites are necessary, and where classes will be held. Responsible for keeping track of when training spaces are in use and ensuring that no double-booking problems occur. Demonstrates strong interpersonal communication abilities, the ability to multitask and outstanding organizational skills. Conducts orientation sessions and arrange on-the-job training for new hires. Evaluates instructor performance and the effectiveness of training programs, providing recommendations for improvement. Develops testing and evaluation procedures. Conducts or arranges for ongoing technical training and personal development classes for staff members. Confers with management and conduct surveys to identify training needs based on projected production processes, changes, and other factors. Develops and organizes training manuals, multimedia visual aids, and other educational materials.

**Qualifications:** Bachelor’s degree or equivalent and eight (8) years of experience.

**Possible Job Titles in This Labor Category:** Training Director, Learning Manager, Manager of Training Development, Delivery Manager, or others like this.
HR Training Services

Course Development & Test Development / Administration

Golden Key Group uses proven educational methodologies to develop appropriate training courses using the following modified Analysis, Design, Development, Implementation, and Evaluation (ADDIE) approach:

- Golden Key Group meets with the appropriate stakeholders to ascertain the requirements for training elements that need to be developed.
- Then, we perform a Needs Analysis to assess the potential performance gaps that need to be trained to among the various populations including executives, managers, and specific regional, line of business or staff office needs.
- Next, an overall learning strategy is be developed that will componentize the different elements into logical groupings and sequences. The output of this strategy will be a recommended sequence of learning opportunities using blended approaches as appropriate.
- For each of these learning opportunities, a Design Document is developed that outlines the Terminal Performance Objectives (TPOs) as well as any high-level Enabling Objectives (EOs).
- After the Design Document has been approved, the development of the course, web-based training, interactive videos, instructor-led training, or other forms of training begins.
- After the learning opportunity has been developed, it will be tested and piloted as needed and any corrections incorporated into the final version.
- An on-going evaluation system is designed and implemented to ensure that the participants are getting what they need out of the training.

Course Delivery

Golden Key Group has an extensive network of subject matter experts in a wide variety of subject areas including professional and executive-level communication skills. We have an extensive library of existing training modules or a training program that can be custom designed to meet our clients’ specifications by one of our curriculum development specialists.

The Golden Key Group’s professional trainers provide interactive and relevant learning sessions in an environment that is conducive to learning. Collectively they possess over 200 years of curriculum development and platform/classroom instruction. They are adept at engaging a diverse audience and imparting knowledge that is meaningful and relevant, while still making it fun, and are passionate about teaching and learning. They share their personal experiences and encourage the audience to participate, so others can learn from their experiences.

Learning Management System

Golden Key Group can support the most popular Learning Management Systems (an automated database) to coordinate all of the support functions of training including:

- **Administration** – the activities around training deliveries. This includes: integrated scheduling of training sessions; sign-up activities by participants, preparation of support package.
- **Documentation** – create and maintain a centralized library of training materials.
- **Tracking** – track participant attendance and maintain training records of training activities for each individual.
- **Reporting** – provide the capability of reporting course evaluations and participant learning records.
- **Delivery** – facilitate the delivery of e-learning programs, on-line events and simulations, and downloadable training content.
GKG Courses
Golden Key Group offers a wide variety of Instructor-led courses. The pricing includes your agency logo and colors on the overheads as well as Participant Materials. One of our experienced facilitators will facilitate the course. GKG has five (5) main types of course offerings:

- **Standard Courses** – range in length from half (½) day to three (3) day courses designed to be delivered at the client’s site. If you need a smaller class size that the minimum shown, pricing can be negotiated.
- **Flexi-Courses** – a series of courses that have been designed for a flexible delivery. In most cases, the courses can be given in time frames from one (1) hour to two (2) days. In other cases, there may be several components for different audiences, etc.
- **Federal HR Flexi-Courses** – Golden Key Group also offers flexible courses specifically designed for the Federal HR arena. Again the length of time is variable depending on what you want to get out of the courses.
- **Other Federal HR Courses** – Golden Key Group also offers a series of weeklong courses dealing with specific Federal HR topics.
- **Diversity and Inclusion Courses** – Golden Key Group offers support in overcoming the challenges in meeting the Management Directive 715 requirements.

And of course, any of the Golden Key Group offerings can be Tailored or Customized to your specific needs. Our instructional design experts will be happy to take one of our courses as a baseline and tailor it by including additional elements such as agency-specific case studies and role plays that will tie the materials more closely to the participant’s work activities. Additionally, Golden Key Group can customize our courses to your specific business processes and requirements. Or Golden Key Group can create a course that is totally specific to your needs and requirements.

**Course Tailoring**
Golden Key Group courses can be tailored to meet specific needs of the client. We will work with you to provide additional elements such as case studies and role plays that will tie the materials more closely to the participant’s work activities or we can customize the course to your specific business processes and requirements. The table below provides you with an idea of the expenses involved. Or, if you have some specific needs, Golden Key Group can create specific modules or entire courses for you.

<table>
<thead>
<tr>
<th>Level</th>
<th>Consulting Hours</th>
<th>Consultant Hourly Rate</th>
<th>Instructional Design Hours</th>
<th>Additional Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1¹</td>
<td>5 Hours</td>
<td>$180.75</td>
<td>8 Hours</td>
<td>$1,906.87</td>
</tr>
<tr>
<td>Level 2²</td>
<td>12 Hours</td>
<td>$180.75</td>
<td>20 hours</td>
<td>$4,676.80</td>
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<tr>
<td>Level 3³</td>
<td>20 Hours</td>
<td>$180.75</td>
<td>35 Hours</td>
<td>$8,003.65</td>
</tr>
</tbody>
</table>

¹ - Level I = Minor editing and branding modification to standardized (on the shelf) course material
² - Level II = Full editing and branding with reasonable content modification to standardized (on the shelf) course material
³ - Level III = Full editing and branding with complex (wholesale) content modification to standardized (on the shelf) course material
⁴ - Training Consultant (595-21-T-5A) - (Off-site / Discounted 2% - 2017 rate)
⁵ - Instructional Designer II (595-21-T-2C) - (Off-site / Discounted 15% - 2017 rate)
### Standard Instructor-Led Course Offerings

Instructor-led course offerings assume that courses will be taught on the client’s site and do not include travel.

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Length</th>
<th>Minimum / Maximum Participants</th>
<th>Price per Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>360⁰ Leadership Assessment</td>
<td>1 day</td>
<td>10 / 16</td>
<td>$595.42</td>
</tr>
<tr>
<td>Advanced Consulting Skills for Human Capital Professionals</td>
<td>1 day</td>
<td>12 / 16</td>
<td>$477.27</td>
</tr>
<tr>
<td>Advanced Presentation Skills</td>
<td>1 day</td>
<td>10 / 18</td>
<td>$307.21</td>
</tr>
<tr>
<td>Attracting, Interviewing, and Hiring Outstanding Performers</td>
<td>1 day</td>
<td>12 / 20</td>
<td>$389.27</td>
</tr>
<tr>
<td>Basics of Meeting Facilitation</td>
<td>1 day</td>
<td>10 / 24</td>
<td>$272.96</td>
</tr>
<tr>
<td>Change Management</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$443.96</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>1 day</td>
<td>12 / 20</td>
<td>$451.74</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$340.40</td>
</tr>
<tr>
<td>Customer Service Excellence / Communication and Relationship Skills</td>
<td>½ day</td>
<td>14 / 16</td>
<td>$159.58</td>
</tr>
<tr>
<td>Developing Effective Performance Standards and Reviewing Performance</td>
<td>1 day</td>
<td>10 / 16</td>
<td>$557.45</td>
</tr>
<tr>
<td>Effective Communication Skills</td>
<td>1 day</td>
<td>14 / 18</td>
<td>$201.54</td>
</tr>
<tr>
<td>Effective Presentation Skills</td>
<td>1 day</td>
<td>10 / 18</td>
<td>$325.34</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$499.11</td>
</tr>
<tr>
<td>Executive Coaching</td>
<td>1 day</td>
<td>10 / 14</td>
<td>$531.98</td>
</tr>
<tr>
<td>Federal Human Resources Management Training This course is modular and can be customized to a client’s specific needs.</td>
<td>3 day</td>
<td>18 / 26</td>
<td>$822.71</td>
</tr>
<tr>
<td>Generational Differences</td>
<td>1 day</td>
<td>12 / 24</td>
<td>$381.00</td>
</tr>
<tr>
<td>How to Have Difficult Conversations</td>
<td>1 day</td>
<td>10 / 16</td>
<td>$384.21</td>
</tr>
<tr>
<td>Improving Employee Attitudes</td>
<td>1 day</td>
<td>14 / 18</td>
<td>$235.43</td>
</tr>
<tr>
<td>Integrity and Ethical Conduct</td>
<td>1 day</td>
<td>12 / 20</td>
<td>$364.02</td>
</tr>
<tr>
<td>Introduction to Business Process Reengineering</td>
<td>1 day</td>
<td>10 / 16</td>
<td>$480.42</td>
</tr>
<tr>
<td>Introduction to Effective Time Management</td>
<td>½ day</td>
<td>14 / 24</td>
<td>$158.73</td>
</tr>
<tr>
<td>Introduction to Effective Writing</td>
<td>1 day</td>
<td>14 / 24</td>
<td>$214.73</td>
</tr>
<tr>
<td>Introduction to Mentoring</td>
<td>1 day</td>
<td>10 / 18</td>
<td>$305.87</td>
</tr>
<tr>
<td>Introduction to Project Management</td>
<td>2 day</td>
<td>10 / 14</td>
<td>$479.95</td>
</tr>
<tr>
<td>Leadership Skills for Performance Management</td>
<td>1 day</td>
<td>10 / 20</td>
<td>$418.69</td>
</tr>
<tr>
<td>Leading Customer Service</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$357.16</td>
</tr>
<tr>
<td>Leading Self and Others</td>
<td>1 day</td>
<td>10 / 16</td>
<td>$621.32</td>
</tr>
<tr>
<td>Leading Teams</td>
<td>1 day</td>
<td>10 / 24</td>
<td>$437.00</td>
</tr>
<tr>
<td>Performance Feedback for Managers and Supervisors</td>
<td>1 day</td>
<td>10 / 20</td>
<td>$595.51</td>
</tr>
<tr>
<td>Renewing Teams and Individuals</td>
<td>1 day</td>
<td>14 / 20</td>
<td>$451.65</td>
</tr>
<tr>
<td>Team Building</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$392.00</td>
</tr>
<tr>
<td>The Organization Workshop</td>
<td>1 day</td>
<td>12 / 18</td>
<td>$478.21</td>
</tr>
<tr>
<td>Unleashing Creativity and Innovation</td>
<td>1 day</td>
<td>10 / 14</td>
<td>$361.38</td>
</tr>
</tbody>
</table>

** Individual hourly rate is $115.00 based on the rate for a Facilitator (541612HC-T-1A) to lead the course of instruction
Flexi-Courses Offerings
Golden Key Group offers a variety of courses that have specific tailoring options. The following table shows Flexi-Courses that can be had in several different time frames. The pricing show is the cost per participant with the indicated number of participants.

<table>
<thead>
<tr>
<th>Course Name</th>
<th>10 Participants</th>
<th>10 Participants</th>
<th>10 Participants</th>
<th>10 Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 Hour (A)</td>
<td>½ Day (B)</td>
<td>1 Day (C)</td>
<td>2 Day (D)</td>
</tr>
<tr>
<td>Becoming a Better Coach</td>
<td>$268.11</td>
<td>$379.21</td>
<td>$775.65</td>
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<tr>
<td>Communications Skills</td>
<td>$220.09</td>
<td>$224.85</td>
<td>$324.15</td>
<td>$687.98</td>
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<tr>
<td>Decision-Making</td>
<td>$270.88</td>
<td>$375.28</td>
<td>$795.25</td>
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<tr>
<td>Facilitation Skills</td>
<td></td>
<td>$399.45</td>
<td>$757.83</td>
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</tr>
<tr>
<td>Leadership</td>
<td>$388.19</td>
<td>$375.98</td>
<td>$631.75</td>
<td>$1,287.85</td>
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<tr>
<td>Listening Skills</td>
<td>$222.98</td>
<td>$324.16</td>
<td>$647.52</td>
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<tr>
<td>Negotiation Skills</td>
<td>$325.48</td>
<td>$347.65</td>
<td>$399.95</td>
<td>$988.49</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>$241.95</td>
<td>$271.65</td>
<td>$389.58</td>
<td>$772.62</td>
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<tr>
<td>Project Management</td>
<td></td>
<td>$489.74</td>
<td>$1,259.87</td>
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<tr>
<td>Time Management</td>
<td>$220.08</td>
<td>$378.24</td>
<td>$645.45</td>
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</tbody>
</table>

** Individual hourly rate is $115.00 based on the rate for a Facilitator (541612HC-T-1A) to lead the course of instruction
Federal Human Resources Flexi-Courses
Golden Key Group also has a number of courses, specific to Federal Human Resources, which are designed to be configured in different ways to create agency-specific courses that are tailored to specific clients. The following list shows the current courses and various lengths. The modules have the built-in flexibility to be shortened or lengthened based on client needs. This can be done by adding exercises, case studies, role plays or other activities. By having “pre-built” components, we can create a semi-custom course for you at an affordable price, based on the instructional design hourly rates. We will be happy to work with you to assemble a course that matches your needs. The pricing show is the cost per participant with minimum of ten (10) participants.

<table>
<thead>
<tr>
<th>Course Name</th>
<th>½ Day (A)</th>
<th>1 Day (B)</th>
<th>2 Day (C)</th>
<th>3 Day (D)</th>
<th>4 Day (E)</th>
<th>5 Day (F)</th>
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<tbody>
<tr>
<td>Basic Position Classification for Federal HR Specialists</td>
<td>$249.98</td>
<td>$496.52</td>
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<tr>
<td>Employee Development</td>
<td></td>
<td></td>
<td>$779.50</td>
<td>$1,167.42</td>
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<tr>
<td>Employee Relations – Attendance and Leave Administration</td>
<td>$973.74</td>
<td>$1,262.79</td>
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<tr>
<td>Employee Relations – Disciplinary Actions</td>
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<td></td>
<td></td>
<td>$1,100.24</td>
<td>$1,418.11</td>
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<tr>
<td>Employee Relations – Grievances and Appeals</td>
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<td></td>
<td></td>
<td>$1,053.84</td>
<td>$1,456.84</td>
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<tr>
<td>Employee Relations – Performance Based Actions</td>
<td></td>
<td></td>
<td>$765.94</td>
<td>$1,087.61</td>
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<tr>
<td>Employee Relations for Supervisors</td>
<td></td>
<td></td>
<td>$1,039.06</td>
<td>$1,475.49</td>
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<tr>
<td>Incentive Awards</td>
<td>$199.76</td>
<td>$389.52</td>
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<tr>
<td>Labor Relations</td>
<td></td>
<td></td>
<td>$1,528.74</td>
<td>$2,382.60</td>
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<tr>
<td>Labor Relations for Supervisors</td>
<td></td>
<td></td>
<td>$1,475.49</td>
<td>$2,391.25</td>
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<tr>
<td>Managing a Blended Workforce</td>
<td></td>
<td></td>
<td>$301.58</td>
<td>$623.50</td>
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<tr>
<td>Managing a Virtual Workforce</td>
<td></td>
<td></td>
<td>$649.12</td>
<td>$960.42</td>
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<tr>
<td>Merit System Principles</td>
<td>$299.13</td>
<td>$504.69</td>
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<td></td>
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<td></td>
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<tr>
<td>Pay setting and Compensation</td>
<td></td>
<td></td>
<td>$949.81</td>
<td>$1,348.72</td>
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<tr>
<td>Planning for Retirement</td>
<td>$198.78</td>
<td>$321.95</td>
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<tr>
<td>Prohibited Personnel Practices</td>
<td>$295.17</td>
<td>$491.91</td>
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<tr>
<td>Staffing and Selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,907.89</td>
<td>$1,982.25</td>
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<tr>
<td>Writing Performance Objectives</td>
<td>$408.07</td>
<td>$714.12</td>
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</tr>
</tbody>
</table>
Diversity and Inclusion Courses

Many agencies today are having challenges in meeting the Management Directive 715 requirements. Golden Key Group offers expert training in diversity and inclusion that is tried and proven. In addition to our expert consultants who can help you with MD715 analysis and MD715 support; we offer many courses on creating inclusive environments, managing diverse teams and effective leadership across culture and micro-culture. In conjunction with the military, we created a Cultural Diversity and Inclusion Competency Model – a step-by-step guide for “what to know,” and “what to do,” to create inclusive, high-performing environments. We also offer training on micro-aggression, stereotype threat, and other drains on performance, to help enable any organization to reach their highest performance potential by getting 100% from 100% of their employees. From cutting edge research to practical application tailored to an organization’s specific challenges, GKG leads in effective, clear, and decisive responses to any organization’s leadership and D&I needs.

Our interactive courses are taught by experienced diversity and inclusion experts. If you need specific customization to better meet your agency’s needs, we can tailor a course to your specific requirements. All courses are designed for a minimum of fifteen (15) people and a maximum of thirty (30). The pricing shown below is per participant.

<table>
<thead>
<tr>
<th>Diversity and Inclusion Courses: Course Name**</th>
<th>½ Day (A)</th>
<th>Full Day (B)</th>
<th>Two Day (C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to MD 715</td>
<td>$425.63</td>
<td>$605.22</td>
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</tr>
<tr>
<td>Organizational Barriers</td>
<td>$455.87</td>
<td>$658.24</td>
<td>$1,268.87</td>
</tr>
<tr>
<td>The Psychology of Unconscious Bias</td>
<td></td>
<td>$664.87</td>
<td></td>
</tr>
<tr>
<td>The Logic of Behavior</td>
<td></td>
<td>$657.84</td>
<td></td>
</tr>
<tr>
<td>Understanding Micro-Aggression and Stereotype Threat</td>
<td>$437.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture, Gender Culture, and Work Style</td>
<td>$444.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity and Inclusion Competencies for Leaders</td>
<td></td>
<td>$662.35</td>
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</tr>
<tr>
<td>Diversity and Inclusion Competencies for Managers and Supervisors</td>
<td></td>
<td>$651.14</td>
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<tr>
<td>Diversity and Inclusion Competencies for Individuals</td>
<td></td>
<td>$637.82</td>
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</tr>
<tr>
<td>Strategic Overview of Diversity, Inclusion, and Performance</td>
<td>$448.35</td>
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<tr>
<td>Bias, Behavior, and Performance</td>
<td>$439.21</td>
<td>$641.58</td>
<td>$1,258.94</td>
</tr>
<tr>
<td>Diversity and Inclusion Competencies for High Performance</td>
<td>$455.87</td>
<td>$568.24</td>
<td>$1,265.87</td>
</tr>
</tbody>
</table>

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HR Support Products

Golden Key Group provides products to support our various services including Training Support Services.

<table>
<thead>
<tr>
<th>Name</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Workbooks, 100 Pages, Black &amp; White</td>
<td>10</td>
<td>$299.25</td>
</tr>
<tr>
<td>Student Workbooks, 100 Pages, Black &amp; White</td>
<td>25</td>
<td>$741.00</td>
</tr>
<tr>
<td>Student Workbooks, 100 Pages, Black &amp; White</td>
<td>50</td>
<td>$1,315.75</td>
</tr>
<tr>
<td>Student Workbooks, 100 Pages, Black &amp; White</td>
<td>100</td>
<td>$2,301.85</td>
</tr>
<tr>
<td>Student Workbooks, 200 Pages, Black &amp; White</td>
<td>10</td>
<td>$497.80</td>
</tr>
<tr>
<td>Student Workbooks, 200 Pages, Black &amp; White</td>
<td>25</td>
<td>$1,233.10</td>
</tr>
<tr>
<td>Student Workbooks, 200 Pages, Black &amp; White</td>
<td>50</td>
<td>$2,138.45</td>
</tr>
<tr>
<td>Student Workbooks, 200 Pages, Black &amp; White</td>
<td>100</td>
<td>$3,616.65</td>
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</tbody>
</table>