



**GENERAL SERVICES ADMINISTRATION**

**FEDERAL SUPPLY SERVICE  
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

**Human Resources & EEO Services  
FSC Group 738X  
Administrative Services Acquisition Division (2FYA)**

SIN 595-21 HUMAN RESOURCE SERVICES

**L O C K H E E D M A R T I N**



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Contract Number: GS-02F-0173W

Period Covered by Contract: May 19, 2010 to May 18, 2015

Last Update: February 2013

On-line 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!<sup>TM</sup>, a menu driven database system. The INTERNET address for GSA Advantage!<sup>TM</sup> is <http://www.GSAAdvantage.gov/>. For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov/>.

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**1. ORDERING INFORMATION:**

(APPLICABLE TO ALL SPECIAL ITEM NUMBERS)

1. Awarded Special Item Numbers (SIN): 595-21 General Support Services Planning, Recruitment and Internal Placement, Position Classification, Personnel Actions, Training, Employee Relations, and Outplacement.
  - 1b. See attached for rates
  - 1c. See attached for labor category description
2. Maximum order: \$1 million
3. Minimum order: \$100 or lowest cost of service
4. Geographic coverage (delivery area): 48 contiguous states and Washington DC
5. Point(s) of production (city, country, and State or foreign country): N/A
6. Discount from list prices or statement of net price: Net prices are shown in the price list. Basic discounts have already been deducted.
7. Quantity discounts: Included in price lists
8. Prompt payment terms: N/A
- 9a. Notification that Government purchase cards are accepted below the micro-purchase threshold:  
Government purchase cards will be accepted below the micro-purchase threshold.
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:  
Government purchase cards will not be accepted above the micro-purchase threshold.
10. Foreign items: N/A
- 11a. Time of delivery: Will adhere to delivery schedule as specified by the purchase order
- 11b. Expedited Delivery: Contact contractor for time of delivery
- 11c. Overnight and 2-day delivery: N/A
- 11d. Urgent Requirements: N/A
12. F.o.b. points: N/A
- 13a. Ordering Address:

GSA Program Office  
Attn: GSA Program Manager  
11911 Freedom Way, Suite 550, Reston, Virginia 20190  
Phone: 301/313-3957 Fax: 301/313-3957  
E-mail: [deirdre.t.johnson@lmco.com](mailto:deirdre.t.johnson@lmco.com)

Payment Address:

EFT / Wire Transfers: Citibank, N.A.

ABA # 021000089  
Lockheed Martin Corporation  
A/C #40768743

OR

Paper Checks / Lockbox: JP Morgan Chase Bank  
Lockheed Martin Corporation  
PO Box 905149  
Charlotte, NC 28290-5149

14. Warranty provision: N/A
15. Export packing charges: N/A
16. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):  
Government purchase cards will not be accepted above the micro-purchase threshold.
17. Terms and conditions of rental, maintenance, and repair: N/A
18. Terms and conditions of installation: N/A
19. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: N/A
- 20a. Terms and Conditions for any other services: N/A
20. List of service and distribution points: N/A
21. List of participating dealers: N/A
22. Preventative maintenance: N/A
- 24a. Environmental attributes, e.g. recycled content, energy efficiency, and /or reduced pollutants:  
N/A
- 24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: [www.Section508.gov/](http://www.Section508.gov/). N/A
25. Data Universal Number System (DUNS) number: 147286269
26. Notification regarding registration in Central Contractor Registration (CCR) Database: Accenture National Security Services has registered in the CCR under CAGE code: 3VRH3

## **ORDERING INFORMATION (Continued):**

### **Invoices**

Lockheed Martin shall submit invoices upon completion of the work ordered. For firm-fixed price orders, partial payments are authorized and shall be based upon completion of defined milestones, interim products, and/or deliverables. Invoices shall be submitted monthly for recurring services performed during the preceding month for time and materials orders.

### **Billable Hours**

The prices quoted in this pricelist were established in accordance with Lockheed Martin's government-approved estimating and timekeeping systems. Timekeeping is based on a "total-time accounting" system in which employees record all hours worked and allocate these hours to their correct cost categories, whether direct or indirect. Travel time outside of normal business hours and normal commuting costs are not billed.

For T&M type task orders, Lockheed Martin will bill for all hours worked, including travel time if the employee is traveling in support of a task order (at the client's direction) during normal business hours. Travel time outside of normal business hours and normal commuting costs are not billed.

### **Client Facility Requirements**

Should work be required at the client site, Lockheed Martin would expect to furnish only the appropriate staff members to complete the work. We would expect the client to furnish all office space, equipment, and supplies at no cost to Lockheed Martin. This includes, but is not limited to, telephones, faxes, copiers, personal computers, ordinary business software, and normal copying and reproduction services.

### **Other Direct Costs**

Material and other Non-labor costs, which are directly related to task order performance, are to be included in the task order. Typical ODCs include, but are not limited to, long-distance telephone, reproduction, hardware, software, microcomputer usage, miscellaneous supplies (e.g., diskettes and pagers), local and long-distance travel with the appropriate indirect burdens (no fee or profit). Non-labor costs, which are directly applicable to the service provided, may NOT in sum or in part EXCEED the \$1,000,000 ceiling total for each applicable SIN. These costs are billed at actual cost plus all appropriate indirect costs.

### **Travel and Living**

Travel and living costs incidental to Task Order performance are to be billed at actual cost plus all appropriate indirect costs. Travel and living costs are not subject to the limitations on Other Direct Costs specified above or the 0.75% GSA Industrial Funding Fee. These costs are to be negotiated at the task order level.

### **Security Requirements**

Lockheed Martin personnel who will perform under this contract may have clearances including SECRET, TOP SECRET, and certain special access clearances. In the event that security requirements are necessary, the ordering activity may incorporate in their delivery order(s) a security clause in accordance with current laws, regulations, and individual agency policy; however, the burden of administering the security requirements shall be with the ordering agency. The clearance level of Lockheed Martin personnel, as well as any costs necessary to comply with the security requirements will be included in the task order proposal.

### **Organizational Conflict of Interest**

It is incumbent on the ordering office to identify any potential Organizational Conflicts of Interest (OCI) in a task order that may be issued. The ordering office should inform Lockheed Martin Transportation &

Security Solutions of such a potential prior to issuance of any tasking. Lockheed Martin has established procedures for resolving or mitigating any OCI that may be so identified.

**Note 1:** The General Services Administration is typically afforded our best pricing. Our standardized sales practices preclude us from offering discounts to commercial entities without the existence of special conditions. Accordingly, we have established special conditions that may warrant commercial entities procuring our services at prices comparable to those contained in the hereunto GSA pricelist. The five conditions, under which GSA pricing may exceed pricing to a commercial entity, are based on sales:

- 1) To commercial customers under firm, fixed-price definite quantity contracts with specified delivery in excess of the maximum order threshold specified in the solicitation contract;
- 2) To Federal agencies either as a prime contractor or subcontractor;
- 3) Caused by an error in quotation or billing, provided adequate documentation is furnished by the Contractor to the Contracting Officer; or
- 4) Through contracts awarded prior to the submission date of the Schedule 874 proposal.
- 5) Deviations resultant from decisions to sell obsolete parts or damaged goods, initial sales to a new customer, sales of prototype goods for testing purposes, or other extraordinary price reductions due to unique circumstances. (Should other extraordinary price reductions due to unique circumstances happen, Lockheed Martin will treat them as a temporary price reduction, notify GSA and offer similar pricing to GSA under the same circumstance.)

If the GSA to commercial pricelist discount ratio (percentage) changes for any other reason than those enumerated herein, Lockheed Martin will immediately implement corrective action as required by the contract's price reduction clause.

## **2. ORGANIZATION SERVICES/SIZE EXPERIENCES/RESOURCES**

Lockheed Martin Corporation (LMC), acting through its Information Systems & Global Services Engineering Services accounting segment under the Information Systems & Global Services (IS&GS)–Civil Financial Solutions & Human Capital (FS&HC) business area, is pleased to submit our proposal in response to the U.S. General Services Administration’s (GSA’s) Solicitation Number 2FYA-AR-060004-B, Refresh 14. Lockheed Martin Corporation (LMC) has been providing Human Capital/Human Resources (HC/HR) services, as described in Part I of this solicitation, since 1999. These services include workforce planning, position classification, sourcing, recruitment, assessment, hiring, on-boarding, training, pay and personnel action processing, employee relations, outplacement, retirement, worker’s compensation, and review and integration services.

The company’s 2008 revenues were \$42.7 billion, and its net income was \$4.7 billion. At year-end, the company employed over 145,000 people worldwide, with approximately 2,000 full-time equivalents (FTEs) in support of our Government HC/HR line of business.

LMC is the Federal Government’s largest provider of HC/HR systems and services. We support over 4.5 million Federal civilian and military active and retired personnel.

### ***Brief History***

As previously noted, LMC has provided HC/HR services since 1999. Highlights include the following:

- Since 1999, we have supported 850,000 civilian employees through the Defense Civilian Personnel Data System (DCPDS).
- The company has operated the Defense Financial & Accounting Service’s (DFAS) Military Retired and Annuity Pay Service since 2001, under which we pay over 2.6 million people monthly.
- Since 2005, we have supported over 18,000 NASA employees with the pay and personnel services they require on the NASA Shared Services Center (NSSC) contract.
- From 2006, we have performed business transformation and HR services for over 600,000 Air Force personnel under the Personnel Services Delivery contract.
- Beginning in 2009, we have provided HC/HR services—position classification, recruitment, hiring, on-boarding, pay and personnel action processing, benefits management, etc.—for over 65,000 Transportation Security Administration (TSA) employees and Federal Air Marshals under the HRAccess contract.

### ***Organizational/Accounting Controls/Manpower***

Typically, for each task order (TO), the assigned LMC Program Manager (PM) is responsible for ensuring that all activities and processes defined in the TO Implementation Plan are completed on schedule and within budget, an approach that we will apply to all Schedule 738X TOs. In addition, the PM ensures that we meet the predefined metrics for quality, timeliness, and productivity. As in all IDIQ TO contracts LMC supports, the PM is aided by a Business Operations professional and Contracts professional to ensure that each TO is on schedule and within budget, and is fully compliant with all contract terms and conditions. We will ensure that these controls are implemented using our automated Task Order Management System (TOMS).

Contract costs and schedules are managed to baselines in accordance with the approved LMC Cost Accounting Standards Board Disclosure Statement. This approach defines how we budget, account for, report, and manage contract activities from a total cost perspective. Our Work Breakdown Structure (WBS) will conform to one provided with the SOW/PWS and is used to manage cost and to identify the work activities required to execute contract requirements. Cost data collection is keyed to charge numbers that uniquely relate costs to specific WBS elements and work processes. Our Defense Contract Audit Agency (DCAA)-compliant procedures cover core processes such as timekeeping, purchasing, and accounting, which result in auditable records. Costs are collected as follows:

- **Direct Labor Costs** are recorded in the period in which they occur. Each individual records direct labor hours daily, either in eTimecard (LMC employees) or in the Vendor Invoice Processing (VIP) System (subcontractors). Data from both systems are fed into our financial management system; hours worked are identified with a charge number that identifies the contract, fiscal year, WBS, and the specific work process or activity.
- **Material Costs**, which are non-service items (e.g., hardware, software) procured from an outside source, are tracked by WBS and work process from the purchase order through receipt and payment.
- **Subcontract Costs** include services procured from an outside source. Subcontractors manage costs in accordance with their disclosed practices. They provide electronic labor actual costs by WBS and are processed weekly via VIP. This information is then reconciled with the subcontractor invoice.
- **Other Direct Costs** include per diem and travel.
- **Indirect Costs** include departmental overhead and general and administrative (G&A) charges.

Financial management is supported by SWIFT, a set of integrated and financial system tools and processes composed of SAP for general ledger, accounts payable, and procurement; and Electronic Contracts System (ECS) for contracts management.

### ***Marketing Approach***

LMC provides a range of cleared and non-cleared services and systems support to every Cabinet Department and most agencies. The company will leverage its contract relationships to open doors to the Offices of Chief Human Capital Officers and Chief Information Officers in departments and agencies to present our capabilities and explore opportunities to support their HR Services requirements.

We will continue to participate in HC/HR conferences and trade shows, providing White Papers, speakers, panelist, and exhibitors to increase market awareness of our brand, services, and past performance. With over 1,000 LMC Business Development professionals working to identify new business across the Federal Government, we are well positioned to learn about prospective HR Support Services opportunities early in their lifecycle.

LMC currently holds over 26 GSA schedules, with sales of \$350 to \$400 million annually. The company has a full-time PMO to support these sales. The PMO is working closely with GSA to consolidate a number of duplicative schedules, acquired through mergers or acquisitions, to a single schedule (e.g., Schedule 70s) to cut costs and facilitate the administration for GSA and LMC.

### ***Subcontractors***

LMC uses subcontractors to support customer surge requirements and to complement our service offerings. These needs will vary from task order to task order. The company has established relationships with both large and small businesses that have Federal HC/HR credentials across the full spectrum of service areas in SIN 595-21. We will call on them as needed. As presented in our Small Business Plan in Section I of this proposal, small business subcontractors will play a key role in all the subcontracting we do.

### **3. SIN 595-21: SERVICE DESCRIPTIONS**

#### **General Support Services (SIN 595-21):**

##### **595-21 - Planning:**

Provide systemic approaches to organizing and structuring new and realigned organizations. Perform systemic approaches for workforce projections that include identification of required functions, workload, compensation ranges and recruitment and staffing sources by location. Coordinate with aligned functions, including budget planning and space planning.

##### **595-21 - Recruitment and Internal Placement:**

Provide comprehensive support for Federal competitive Civil Service and excepted service recruiting and staffing. Perform strategic consulting related to qualification requirements, recruitment sources and applicable automation tools and timeframes. Conduct job analyses and develop vacancy announcements.

##### **595-21 - Position Classification:**

Conduct in-depth fact-finding of new and restructured functions. Describe discrete positions and develop career position descriptions, as needed, to recruit, develop and retain well qualified individuals through the full performance level. Develop subject matter expert, supervisory and managerial position descriptions and evaluation statements covering a wide range of Federal government occupations. Provide advice and assistance in ensuring that organizational structures provide efficiency and effectiveness for performance of agencies' strategic goals and objectives.

##### **595-21 - Personnel Actions:**

Perform routine personnel transactions associated with benefits enrollments, beneficiary designations and related staffing actions in compliance with the Code of Federal Regulations and Office of Personnel Management (OPM) guides.

##### **595-21 - Training**

Conduct a full range of services in HR-specific training support. Training support include but is not limited to: Provide advice, guidance and assistance to supervisors and employees as well as HR/personnel staff in managing self-improvement training resources; provide assistance in identifying training needs and requirements; coordinate the availability of various training programs; counsel management and employees to determine the best and most cost-effective methods of meeting organizational and career developmental needs; recommend, design, and/or conduct training programs.

##### **595-21 - Employee Relations:**

Provide advice and assistance to ensure work life programs and employee performance, conduct and suitability comport with agency policies and Federal guidelines. Assist with casework to determine relevant facts and document basis for recommended actions. Develop for and provide employee relations training to supervisors and managers.

##### **595-21 - Outplacement:**

Perform personnel outplacement planning and administration related to reorganizations, transfers of functions and downsizing, including reductions in force. Perform or coordinate for relevant training, knowledge and skill assessments, job aptitude/interest inventories, resume writing and interview workshops, counseling, stress management, financial education and retirement assistance.

## **4. STAFFACQ360™ - HELPING FEDERAL AGENCIES DO MORE WITH LESS**

### ***A Dynamic Recruiting and Hiring Service***

Today's Federal agencies are experiencing recruiting and hiring challenges like never before. Shrinking government budgets combined with differing agency missions and required skill sets - along with a surge in government employee retirement - underscore the need to find and implement cost-effective human resources solutions that optimize people, processes and technologies. These factors are driving agencies to do more with less, and consequently, to seek fewer but higher quality employees who are capable of producing high quality work product at higher volumes.

Lockheed Martin, the leading provider of human resources (HR) services to the Federal government, provides a cost-effective, efficient, adaptable and responsive recruiting and hiring solution that is assisting Federal agencies in attracting, assessing and hiring people who meet this new model.

### ***STAFFAcq360™, A Fully Title 5-compliant Integrated Recruitment and Hiring Solution***

STAFFAcq360 is an integration framework that delivers a Title 5-compliant, end-to-end integrated recruitment and hiring solution.

It is a highly configurable and scalable software-as-a-service (SaaS) solution built on a Lockheed Martin-secure federal community cloud platform. Designed using commercial-off-the-shelf (COTS) products, it increases efficiency and effectiveness by embedding legal and regulatory requirements, organizational business rules and process steps into a standardized, repeatable and automated system that addresses the unique needs of Federal agencies.

Other features include:

- Adaptability to individual department or agency requirements by tailoring system functions to the organization's needs
- Ease of business rules and process change, gaining advantages over time from lessons learned through re-configuration and not source code changes
- Integrated and streamlined processes to speed the time to hire
- User-specific, web-based portals and dashboards that provide unparalleled stakeholder transparency
- Collection, analysis and measurement of real-time operational data that provides actionable information, demonstrates results and drives enhancements
- Expansion capacity to support planned and unplanned surge needs
- Unbiased results that fully support diversity when combined with strategic sourcing support
- Cognizance of and security for PII and other sensitive data
- Section 508 compliant
- Low risk transition and operations

### ***Increasing HR Services Efficiency and Effectiveness***

STAFFAcq360 substantially improves a Federal agency's ability to recruit, assess, select, and retain talent to meet its mission requirements and lower its recruitment and hiring costs.

STAFFAcq360:

- Was designed to facilitate the attraction and hiring of highly qualified candidates that better match open positions, reducing employee attrition.
- Assists in reducing the number of applicants required to be evaluated per hire due to better qualified candidates, reducing recruitment costs.
- Provides a positive applicant experience through transparency and candidate engagement.

- Enhances ongoing involvement of the hiring manager through full transparency into open requisition status, candidate pipeline and status, and other key information, speeding the evaluation and selection processes.

***A Smart Return on Investment***

With the average Federal agency’s cost per new hire in excess of \$50,000, and the average cost per applicant in excess of \$600, STAFFAcq360 offers agencies the opportunity to realize significant cost savings by assisting them in reducing attrition and the number of applicants they need to assess per new hire.

A typical Federal agency that effectively implements and uses STAFFAcq360 could realize savings in excess of 20 percent per year in recruitment and hiring costs. According to the U.S. Office of Personnel Management, government-wide hiring in 2011 included more than 260,000 new employees. At a minimum of \$50,000 per hire, 2011 government-wide hiring costs approximated \$13 billion. A 20 percent reduction in new hires to backfill for 2010 attrition would have saved the government over \$2.5 billion.

***StaffAcq360 Pricing:*** Title 5-compliant, end-to-end integrated recruitment and hiring solution

<b>UNIT OF ISSUE (Agencies with)</b>	<b>COMMERCIAL ANNUAL SERVICE FEE</b>	<b>GSA SCHEDULE ANNUAL SERVICE FEE</b>
<i>Less than 10K Employees</i>	\$1,733,333	\$1,560,000
<i>10K to 25K Employees</i>	\$3,053,333	\$2,748,000
<i>25K to 50K Employees</i>	\$5,204,444	\$4,684,000
<i>50K to 75K Employees</i>	\$7,294,444	\$6,565,000
<i>75K to 100K Employees</i>	\$9,325,556	\$8,393,000

- Contact LM for Annual Services Pricing for Agencies which exceed 100k employees
- Annual Service fees are payable in 12 equal payments commencing on execution of agreement and the first day of each successive month. For example, if an agency signs the agreement on July 15, 2013, its first payment is due on that date. Its second monthly payment for services is due on August 15, 2013, etc.

This price schedule is for StaffAcq360 as a service commonly referred to as a “Software-as-a-Service” or SaaS. In addition, Lockheed Martin will provide a Tier 2 Help Desk to manage and respond to the SaaS-related questions, as provided to Lockheed Martin by the “Subscriber’s” Tier 1 Help Desk personnel.

- Contact LM for deployment and other specialized requirements’ quotes

As part of the deployment of StaffAcq360, Lockheed Martin will be provisioning a centralized automated solution to support the StaffAcq360 service – the “Infrastructure-as-a-Service” (IaaS), the installation of StaffAcq360, and configuration of StaffAcq360; and providing initial training of the “Subscriber’s” staff.

Labor rates for all services not included in the above StaffAcq360 Pricing schedule – such as deployment and other specialized requirements - will be quoted from this Contract's HR & EEO RFP Labor Category Labor Rates herein.

**For more information, please contact:**

Lockheed Martin Information Systems & Global Solutions

Business Development

Telephone: 301-519-5869

[www.lockheedmartin.com](http://www.lockheedmartin.com)

## 5. LABOR CATEGORIES DESCRIPTIONS (All Special Item Numbers)

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
1	<b>Federal Human Resources Specialist I</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation".	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
2	<b>Federal Human Resources Specialist II</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation".	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
3	<b>Federal Human Resources Specialist III</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation".	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
4	<b>Federal Human Resources Specialist IV</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation".	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
5	<b>Federal Human Resources Specialist V</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation".	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
6	<b>Personnel Assistant I</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
7	<b>Personnel Assistant II</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
8	<b>Personnel Assistant III</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
9	<b>Personnel Assistant IV</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
10	<b>Personnel Assistant V</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
11	<b>Program Manager IV</b>	Experience in outsourcing services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Ensures quality of services provided through subcontractors. Manages client contracts. Leads clients through streamlining, reengineering and transforming business processes.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
12	<b>Program Manager V</b>	Experience in outsourcing services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Ensures quality of services provided through subcontractors. Manages client contracts. Leads clients through streamlining, reengineering and transforming business processes.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
13	<b>Program Manager VI</b>	Experience in outsourcing services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Ensures quality of services provided through subcontractors. Manages client contracts. Leads clients through streamlining, reengineering and transforming business processes.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters Viewed as the most senior authority in discipline.
14	<b>Project Manager I</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions..	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
15	<b>Project Manager II</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
16	<b>Project Manager III</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
17	<b>Project Manager IV</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
18	<b>Project Manager V</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
19	<b>Program Management Support I</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development and program management support functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.

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20	<b>Program Management Support II</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development and program management support functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
21	<b>Program Management Support III</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development and program management support functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
22	<b>Program Management Support IV</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development and program management support functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
23	<b>Program Management Support V</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development and program management support functions.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
24	<b>Quality Assurance Specialist I</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
25	<b>Quality Assurance Specialist II</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
26	<b>Quality Assurance Specialist III</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
27	<b>Quality Assurance Specialist IV</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
28	<b>Quality Assurance Specialist V</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
29	<b>Consultant I</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.

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30	<b>Consultant II</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
31	<b>Consultant III</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
32	<b>Consultant IV</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
33	<b>Consultant V</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 13 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
34	<b>Senior Consultant IV</b>	Evaluates needs and conducts executive and management interviews. Conducts job analyses including SME interviews. Creates and analyzes data from analysis questionnaires. Develops competency models. Evaluates guidelines, roleplay scenarios, survey tools, training content. Manages the development of program initiatives including job analyses, program design and implementation. Validates and implements programs; Conducts studies in areas of specialized expertise. Participates in change management activities.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
35	<b>Senior Consultant V</b>	Evaluates needs and conducts executive and management interviews. Conducts job analyses including SME interviews. Creates and analyzes data from analysis questionnaires. Develops competency models. Evaluates guidelines, roleplay scenarios, survey tools, training content. Manages the development of program initiatives including job analyses, program design and implementation. Validates and implements programs; Conducts studies in areas of specialized expertise. Participates in change management activities.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
36	<b>Senior Consultant VI</b>	Evaluates needs and conducts executive and management interviews. Conducts job analyses including SME interviews. Creates and analyzes data from analysis questionnaires. Develops competency models. Evaluates guidelines, roleplay scenarios, survey tools, training content. Manages the development of program initiatives including job analyses, program design and implementation. Validates and implements programs; Conducts studies in areas of specialized expertise. Participates in change management activities.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters Viewed as the most senior authority in discipline.
37	<b>Subject Matter Expert IV</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill of one or many functional areas. Served at the highest level of a function within the Federal government or a consultant across multiple agencies. Working across Agencies in HR working groups. Applies advanced skills and experience in advising on processing personnel transactions, business processes and services. Knowledge of more than one personnel system/process structure. Brings private sector benchmarking knowledge to a program translating the capabilities to the public sector. Provides HR advisory services to Federal HR policy and operations specialists.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.

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38	<b>Subject Matter Expert V</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill of one or many functional areas. Served at the highest level of a function within the Federal government or a consultant across multiple agencies. Working across Agencies in HR working groups. Applies advanced skills and experience in advising on processing personnel transactions, business processes and services. Knowledge of more than one personnel system/process structure. Brings private sector benchmarking knowledge to a program translating the capabilities to the public sector. Provides HR advisory services to Federal HR policy and operations specialists.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
39	<b>Subject Matter Expert VI</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill of one or many functional areas. Served at the highest level of a function within the Federal government or a consultant across multiple agencies. Working across Agencies in HR working groups. Applies advanced skills and experience in advising on processing personnel transactions, business processes and services. Knowledge of more than one personnel system/process structure. Brings private sector benchmarking knowledge to a program translating the capabilities to the public sector. Provides HR advisory services to Federal HR policy and operations specialists.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters Viewed as the most senior authority in discipline.
40	<b>Distributed Learning Curriculum Developer I</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
41	<b>Distributed Learning Curriculum Developer II</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
42	<b>Distributed Learning Curriculum Developer III</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
43	<b>Distributed Learning Curriculum Developer IV</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
44	<b>Distributed Learning Curriculum Developer V</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
45	<b>Classroom Instructor I</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
46	<b>Classroom Instructor II</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.

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47	<b>Classroom Instructor III</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
48	<b>Classroom Instructor IV</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
49	<b>Classroom Instructor V</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
50	<b>Facilitator I</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject matter experts, and other facilitators. Black-belt in Lean & Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
51	<b>Facilitator II</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject matter experts, and other facilitators. Black-belt in Lean & Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
52	<b>Facilitator III</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject matter experts, and other facilitators. Black-belt in Lean & Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.

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53	<b>Facilitator IV</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject matter experts, and other facilitators. Black-belt in Lean & Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
54	<b>Facilitator V</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject matter experts, and other facilitators. Black-belt in Lean & Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
55	<b>Technical Director IV</b>	Experience as an expert in the technical levels of corporate information technology management and leadership. Technical executive managers are recognized in their fields as experts and have an experiential grasp of technical solutions to tough problems and justification of technical processes. They are expected to work within the highest levels within a corporation or a client organization to ensure the strategic goals and technical objectives of the customer are being fulfilled through the technical solution implementation services being performed. They lead, guide and direct at all phases and levels in technical project management implementation.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
56	<b>Technical Director V</b>	Experience as an expert in the technical levels of corporate information technology management and leadership. Technical executive managers are recognized in their fields as experts and have an experiential grasp of technical solutions to tough problems and justification of technical processes. They are expected to work within the highest levels within a corporation or a client organization to ensure the strategic goals and technical objectives of the customer are being fulfilled through the technical solution implementation services being performed. They lead, guide and direct at all phases and levels in technical project management implementation.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
57	<b>Technical Director VI</b>	Experience as an expert in the technical levels of corporate information technology management and leadership. Technical executive managers are recognized in their fields as experts and have an experiential grasp of technical solutions to tough problems and justification of technical processes. They are expected to work within the highest levels within a corporation or a client organization to ensure the strategic goals and technical objectives of the customer are being fulfilled through the technical solution implementation services being performed. They lead, guide and direct at all phases and levels in technical project management implementation.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters Viewed as the most senior authority in discipline.
58	<b>Computer Systems Security Analyst I</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
59	<b>Computer Systems Security Analyst II</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
60	<b>Computer Systems Security Analyst III</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
61	<b>Computer Systems Security Analyst IV</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
62	<b>Computer Systems Security Analyst V</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
63	<b>Application SW Dev Analyst I</b>	Analyzes, evaluates, modifies, configures, tests and implements enterprise wide purchased systems (e.g. SAP, PeopleSoft, etc.) Prepares application system specifications. Plans, implements and coordinates system upgrades, enhancements or maintenance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
64	<b>Application SW Dev Analyst II</b>	Analyzes, evaluates, modifies, configures, tests and implements enterprise wide purchased systems (e.g. SAP, PeopleSoft, etc.) Prepares application system specifications. Plans, implements and coordinates system upgrades, enhancements or maintenance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
65	<b>Application SW Dev Analyst III</b>	Analyzes, evaluates, modifies, configures, tests and implements enterprise wide purchased systems (e.g. SAP, PeopleSoft, etc.) Prepares application system specifications. Plans, implements and coordinates system upgrades, enhancements or maintenance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
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67	<b>Application SW Dev Analyst V</b>	Analyzes, evaluates, modifies, configures, tests and implements enterprise wide purchased systems (e.g. SAP, PeopleSoft, etc.) Prepares application system specifications. Plans, implements and coordinates system upgrades, enhancements or maintenance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
68	<b>Comp Systems Architect I</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
69	<b>Comp Systems Architect II</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
70	<b>Comp Systems Architect III</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
71	<b>Comp Systems Architect IV</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
72	<b>Comp Systems Architect V</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
73	<b>Database Architect I</b>	Directs the designs, models, documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
74	<b>Database Architect II</b>	Directs the designs, models, documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
75	<b>Database Architect III</b>	Directs the designs, models, documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
76	<b>Database Architect IV</b>	Directs the designs, models, documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
77	<b>Database Architect V</b>	Directs the designs, models, documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
78	<b>Website Designer I</b>	Designs, configures and maintains the website for company's internal and external communications. Insures the website is available to the desired audience with appropriate links and security. Develops, assesses and communicates website usage and security policies and procedures. Designs web page layout, graphics, color schemes and infrastructure to maintain a cohesive website based on the organization's communications strategies and goals. Researches and evaluates new related technologies.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
79	<b>Website Designer II</b>	Designs, configures and maintains the website for company's internal and external communications. Insures the website is available to the desired audience with appropriate links and security. Develops, assesses and communicates website usage and security policies and procedures. Designs web page layout, graphics, color schemes and infrastructure to maintain a cohesive website based on the organization's communications strategies and goals. Researches and evaluates new related technologies.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
80	<b>Website Designer III</b>	Designs, configures and maintains the website for company's internal and external communications. Insures the website is available to the desired audience with appropriate links and security. Develops, assesses and communicates website usage and security policies and procedures. Designs web page layout, graphics, color schemes and infrastructure to maintain a cohesive website based on the organization's communications strategies and goals. Researches and evaluates new related technologies.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
81	<b>Website Designer IV</b>	Designs, configures and maintains the website for company's internal and external communications. Insures the website is available to the desired audience with appropriate links and security. Develops, assesses and communicates website usage and security policies and procedures. Designs web page layout, graphics, color schemes and infrastructure to maintain a cohesive website based on the organization's communications strategies and goals. Researches and evaluates new related technologies.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
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83	<b>System Administrator I</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software and allocate mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.
84	<b>System Administrator II</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software and allocate mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
85	<b>System Administrator III</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software and allocate mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
86	<b>System Administrator IV</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software and allocate mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
87	<b>System Administrator V</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software and allocate mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.
88	<b>Document Specialist I</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters degree. Considered experienced, but still a learner.

Num	HR & EEO RFP Labor Category	Labor Category Descriptions/Functions Performed	Typical Minimum Education & Experience
89	<b>Document Specialist II</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with a related Masters degree. Considered career, or journey, level.
90	<b>Document Specialist III</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree. Considered an emerging authority.
91	<b>Document Specialist IV</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters degree. Considered an expert, authority in discipline.
92	<b>Document Specialist V</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.

## 6. LABOR CATEGORY DESCRIPTIONS AND LEVELS

#	Labor CAT	Labor Category Description/Functions Performed	Levels
1	<b>Federal Human Resources Specialist</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill in one parenthetical functional area. Applies skills and experience in processing personnel transactions and detailed knowledge of Federal HR business processes to complete assignments. "Personnel Actions," "Benefits," "Employee Relations," "Outplacement," "Planning," "Recruitment & Staffing," "Position Classification," or "Workers Compensation"	I-V
2	<b>Personnel Assistant</b>	Experience in Human Resources (HR) business processes. Applies skills to administer HR processes. Provide HR data entry and phone answering services. Performs tasks such as: -Inputs data into Human Resource Information Systems (HRIS) -Inputs data in an electronic case management system -Provides assistance on employee records -Processes personnel transactions -Prepares human resource reports -Answers questions via phone or internet with scripted responses	I-V
3	<b>Program Manager</b>	Experience in outsourcing services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, large projects in delivering client solutions or to manage the operations of multiple projects. Provides subject-matter expertise in industry, process or technology areas. Ensures quality of services provided through subcontractors. Manages client contracts. Leads clients through streamlining, reengineering and transforming business processes.	IV-VI
4	<b>Project Manager</b>	Experience in Human Resources/Human Capital services, business process redesign, change management efforts or information systems implementation. Applies broad management skills and specialized functional and technical expertise to lead complex, small to medium projects in delivering solutions or to manage the operations of multiple projects. Provides subject-matter expertise in industry, process or technology areas. Responsible for developing and managing project and task budgetary plans, contract or subcontract management, or other broad management functions.	I-V
5	<b>Program Management Support</b>	Experienced finance, subcontracts, contracts, purchasing, or human resources professional supporting business operations and program/service areas. Responsible for ensuring contractual compliance, cost management, budget development and analyses, financial estimating, staffing and personnel development, and program management support functions.	I-V
6	<b>Quality Assurance Specialist</b>	Utilizes skill and knowledge pertaining to quality assurance programs to provide independent verification of contact center program excellence. Selects random contacts and verifies through the use of established quality metrics that contacts with constituents are meeting or exceeding standards set in collaboration with client. Participates in multi-channel calibration sessions with client representatives. Provides introductory and recurrent quality training for staff. Remains current on project-related information.	I-V
7	<b>Consultant</b>	Experience in management or functional consulting. Demonstrated the knowledge, experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Defines project objectives and strategic direction. Provides leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Develops and implements workshops to support multiple customer requirements. Directs the activities of more junior consultants or other staff.	I-V
8	<b>Senior Consultant</b>	Evaluates needs and conducts executive and management interviews. Conducts job analyses including SME interviews. Creates and analyzes data from analysis questionnaires. Develops competency models. Evaluates guidelines, role-play scenarios, survey tools, training content. Manages the development of program initiatives including job analyses, program design and implementation. Validates and implements programs; Conducts studies in areas of specialized expertise. Participates in change management activities.	IV-VI
9	<b>Subject-Matter Expert</b>	Experience in Federal Human Resources (HR) business processes with knowledge and skill of one or many functional areas. Served at the highest level of a function within the Federal Government or a consultant across multiple agencies. Working across Agencies in HR working groups. Applies advanced skills and experience in advising on processing personnel transactions, business processes and services. Knowledge of more than one personnel system/process structure. Brings private sector benchmarking knowledge to a program translating the capabilities to the public sector. Provides HR advisory services to Federal HR policy and operations specialists.	IV-VI

#	Labor CAT	Labor Category Description/Functions Performed	Levels
10	<b>Distributed Learning Curriculum Developer</b>	Researches and develops web-based/computer-based training programs and other methods of distributed learning to include satellite, broadband, etc. Perform and support the design, analysis, testing and distribution tasks needed to deliver online training. Design and develop online courses that are interactive, educationally sound and focused on business objectives. Develop interactive programs that effectively use technology to meet education and business goals.	I-V
11	<b>Classroom Instructor</b>	Deliver training and provide revision input to training materials including instructor guides, reference sheets, lab/exercise materials and e-learning strategies. Conducts training sessions, including ILT and Distributed Learning. Serves as a mentor and conducts train the trainer courses. Assess customer training needs; analyze subject matter and collect training and student information to provide input for the developing and maturation of training programs. Responds to customer requests and questions, and consults with customers to define need, recommend alternate or specific solutions with regards to all aspects of training programs.	I-V
12	<b>Facilitator</b>	Works with agency or project representatives to verify problems, understand background issues, establish goals and define criteria for evaluating process, services or solutions. Recommends problem solving methodologies for target meetings. Facilitates group encounters as an objective outsider, helping all participants understand existing problems, internal conflicts, and organizational goals. Works to develop alternative solutions and leads group in evaluation of options. Documents activities, results, and recommendations. Apply experience in direct client engagement work, business development, project financials, and consulting skills. Apply excellent project management skills and an excellent work ethic, pay strict attention to detail, and work independently and on teams with other designers, subject-matter experts, and other facilitators. Black Belt in Lean and Six Sigma, with extensive experience in leading and facilitating associated process improvement events.	I-V
13	<b>Technical Director</b>	Experience as an expert in the technical levels of corporate information technology management and leadership. Technical executive managers are recognized in their fields as experts and have an experiential grasp of technical solutions to tough problems and justification of technical processes. They are expected to work within the highest levels within a corporation or a client organization to ensure the strategic goals and technical objectives of the customer are being fulfilled through the technical solution implementation services being performed. They lead, guide, and direct at all phases and levels in technical project management implementation.	IV-VI
14	<b>Computer Systems Security Analyst</b>	Designs, tests, and implements state-of-the-art secure operating systems, networks, and database products. Conducts risk assessment and provides recommendations for application design. Involved in a wide range of security issues including architectures, firewalls, electronic data traffic, and network access. Uses encryption technology, penetration and vulnerability analysis of various security technologies, and information technology security research. May prepare security reports to regulatory agencies. Responsible for the supervision and direction of a group of security professionals working under his/her direction.	I-V
15	<b>Application SW Dev Analyst</b>	Analyzes, evaluates, modifies, configures, tests and implements enterprise wide purchased systems (SAP, PeopleSoft, etc.). Prepares application system specifications. Plans, implements, and coordinates system upgrades, enhancements, or maintenance.	I-V
16	<b>Comp Systems Architect</b>	Designs and defines system architecture for new or existing complex computer systems and other major systems and subsystems. Determines systems specifications, input/output processes, and working parameters for hardware/software compatibility and maintenance of system security. Coordinates design of subsystems and integration of total system. Identifies, analyzes, and resolves program support deficiencies. Develops and recommends corrective actions. May provide technical guidance for database administrators and software developers.	I-V
17	<b>Database Architect</b>	Directs the designs, models, and documents, and guides the logical and conceptual relationship of data and database changes for complex applications. Analyzes needs and requirements of existing and proposed systems, and develops technical, structural, and organizational specifications. May create standards and/or do modeling to monitor and enhance capacity and performance.	I-V

#	Labor CAT	Labor Category Description/Functions Performed	Levels
18	<b>Website Designer</b>	Designs, configures and maintains the website for company's internal and external communications. Ensures the website is available to the desired audience with appropriate links and security. Develops, assesses, and communicates website usage and security policies and procedures. Designs web page layout, graphics, color schemes, and infrastructure to maintain a cohesive website based on the organization's communications strategies and goals. Researches and evaluates new related technologies.	I-V
19	<b>System Administrator</b>	Maintains smooth operation of multi-user computer systems, including coordination with network administrators. Duties may include setting up administrator and service accounts, maintaining system documentation, tuning system performance, installing system wide software, and allocating mass storage space. Interacts with users and evaluates vendor products. Makes recommendations to purchase hardware and software, coordinates installation, and provides backup recovery. Develops and monitors policies and standards for allocation related to the use of computing resources.	I-V
20	<b>Document Specialist</b>	Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database, and other applications. Knowledgeable of the Government's formatting standards and requirements for word processing, spreadsheet, imaging, and telecommunications.	I-V

## 7. LABOR CATEGORY LEVEL DESCRIPTIONS AND REQUIREMENTS

LEVELS						
FACTOR	I	II	III	IV	V	VI
<b>KNOWLEDGE</b>	Frequent use and general knowledge of industry practices, techniques, and standards. General application of standard concepts and principles.	Complete understanding and application of principles, concepts, practices, and standards. Full knowledge of industry and Government practices.	Regularly contributes to the development of new concepts, techniques, and standards. Considered a subject-matter expert.	Develops and applies advanced concepts, techniques, and standards. Develops new applications based on professional principles and theories. Viewed as an expert in field.	Exhibits an exceptional degree of ingenuity, creativity, and resourcefulness. Applies and/or develops highly advanced principles, theories and concepts. Viewed as an expert within the field.	Able to convey a vision and inspire ingenuity, creativity, and resourcefulness. Applies and/or develops highly advanced principles, theories and concepts. Viewed as a leader within the field.
<b>PROBLEM SOLVING</b>	Develops solutions to a variety of problems of moderate scope and complexity. Refers to policies and practices for guidance.	Develops solutions to a variety of complex problems. May refer to established precedents and policies.	Develops solutions to complex problems which require the regular use of ingenuity and innovation. Ensures solutions are consistent with organization objectives.	Develops solutions to problems of unusual complexity which require a high degree of ingenuity, creativity, and innovativeness.	Develops information which extends knowledge in a given field. Challenges are frequently unique and solutions may serve as precedent for future decisions.	May challenge conventional wisdom and processes to extend knowledge in a given field. Leadership may form the basis of newly developed concepts, theories, and products.
<b>DISCRETION/LATITUDE</b>	Works under very general supervision. Work is reviewed for soundness of judgment and overall adequacy and accuracy.	Work is performed under general direction. Participates in determining objectives of assignment. Plans schedules and arranges own activities in accomplishing objectives. Work is reviewed upon completion for adequacy in meeting objectives.	Work is performed without appreciable direction. Exercises considerable latitude in determining objectives and approaches to assignment.	Works under consultative direction toward long-range goals and objectives. Assignments are often self-initiated. Virtually self-supervisory.	Often acts independently to uncover and resolve issues associated with the development and implementation of operational programs. Work is checked only to the effectiveness of results obtained, typically requiring a long-term perspective. Virtually self-supervisory.	Generally accomplishes results through lower senior and manager levels. Determines and establishes organizational structures and supervisory relationships, subject to top management approval. Requires a long-term perspective. Virtually self-supervisory.

LEVELS						
FACTOR	I	II	III	IV	V	VI
<b>IMPACT</b>	Contributes to the completion of organizational projects and goals by performing tasks requiring discretion and general knowledge and ability. Errors in judgment or failure to achieve results would normally require a moderate expenditure of resources to rectify.	Exerts some influence on the overall objectives and long-range goals of the organization. Erroneous decisions or failure to achieve objectives would normally have a serious effect upon the administration of the organization.	Effects of decisions are long-lasting and heavily influence the future course of the organization. Errors in judgment or failure to achieve results would result in the expenditure of large amounts of resources.	Errors in judgment or failure to achieve objectives may result in expenditure of large amounts of resources and critical goals of the not being achieved.	Erroneous decisions or recommendations would result in failure to achieve major and critical goals and objectives of the organization.	Erroneous decisions or recommendations would have a long-term negative effect on organization's reputation and business, and financial posture.
<b>LIAISON</b>	Frequent internal company and external contacts. Represents organization on specific projects, teams.	Represents organization as a prime contact on contracts or projects. Interacts with senior internal and external personnel on significant matters often requiring coordination between organizations.	Serves as consultant to management and special external spokesperson for the organization on major matters pertaining to its policies, plans, and objectives.	Serves as prime consultant and external spokesperson for the organization on highly significant matters relating to policies, programs, capabilities, and long-range goals and objectives.	Serves as top consultant to top management in long-range planning concerning existing or projected areas.	Serves as leading consultant to executive leadership on existing or projected programs.
<b>TYPICAL MINIMUM EDUCATION &amp; EXPERIENCE<sup>12</sup></b>	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 3 years of professional experience; or 1 year of professional experience with a related Masters	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 6 years of professional experience; or 4 years of professional experience with	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 10 years of professional experience; or 8 years of professional experience with a related Masters degree.	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 15 years or more of professional experience; or 13 years of professional experience with a related Masters	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters	Bachelors degree from an accredited college in a related discipline, or equivalent experience/combined education, with 20 years or more of professional experience; or 18 years of professional experience with a related Masters

<sup>1</sup> LM may make exceptions to "typical minimum experience and education" increasing or decreasing these values based on functional or technical job requirements for the work being performed, the past experience, knowledge and/or abilities of the individual performing similar level of effort.

<sup>2</sup> Four (4) years of general experience is considered equivalent to an Associate's Degree, eight (8) years of general experience is considered equivalent to a Bachelor's Degree, four (4) years of general experience + a Bachelor's Degree is equivalent to a Master's Degree, and four (4) years of general experience + a Master's Degree is equivalent to a Doctorate Degree.

LEVELS						
FACTOR	I	II	III	IV	V	VI
	degree. Considered experienced, but still a learner.	a related Masters degree. Considered career, or journey, level.	Considered an emerging authority.	degree. Considered an expert, authority in discipline.	degree; or 15 years of professional experience with a related PhD or JD; or 9 years of professional experience with a MD. Viewed as the senior authority in discipline.	Viewed as the most senior authority in discipline.

**8. HOURLY BILLING RATES (All Special Item Numbers)**

Lockheed Martin offers to provide management, organization, and business improvement services in the labor categories described in the previous section at the following fiscal year hourly rates, within the 48 contiguous states, the District of Columbia, and Puerto Rico.

**May 19, 2010 to May 18, 2015**

<b>Num</b>	<b>HR &amp; EEO RFP Labor Category</b>	<b>Price Offered to GSA (including IFF)</b>
1	1 - Federal Human Resources Specialist I	\$117.60
2	1 - Federal Human Resources Specialist II	\$147.94
3	1 - Federal Human Resources Specialist III	\$181.22
4	1 - Federal Human Resources Specialist IV	\$219.36
5	1 - Federal Human Resources Specialist V	\$262.28
6	2 - Personnel Assistant I	\$50.15
7	2 - Personnel Assistant II	\$58.80
8	2 - Personnel Assistant III	\$69.08
9	2 - Personnel Assistant IV	\$82.57
10	2 - Personnel Assistant V	\$82.57
11	3 - Program Manager IV	\$254.01
12	3 - Program Manager V	\$303.71
13	3 - Program Manager VI	\$349.18
14	4 - Project Manager I	\$117.60
15	4 - Project Manager II	\$147.94
16	4 - Project Manager III	\$181.22
17	4 - Project Manager IV	\$219.36
18	4 - Project Manager V	\$262.28
19	5 - Program Management Support I	\$190.79
20	5 - Program Management Support II	\$190.79
21	5 - Program Management Support III	\$230.89
22	5 - Program Management Support IV	\$230.89
23	5 - Program Management Support V	\$276.08
24	6 - Quality Assurance Specialist I	\$111.43
25	6 - Quality Assurance Specialist II	\$140.17
26	6 - Quality Assurance Specialist III	\$171.72
27	6 - Quality Assurance Specialist IV	\$207.81
28	6 - Quality Assurance Specialist V	\$248.48
29	7 - Consultant I	\$123.81
30	7 - Consultant II	\$155.72
31	7 - Consultant III	\$190.79
32	7 - Consultant IV	\$230.89

33	7 - Consultant V	\$276.08
34	8 - Senior Consultant IV	\$254.01
35	8 - Senior Consultant V	\$303.71
36	8 - Senior Consultant VI	\$349.18
37	9 - Subject Matter Expert IV	\$254.01
38	9 - Subject Matter Expert V	\$303.71
39	9 - Subject Matter Expert VI	\$349.18
40	10 - Distributed Learning Curriculum Developer I	\$111.43
41	10 - Distributed Learning Curriculum Developer II	\$140.17
42	10 - Distributed Learning Curriculum Developer III	\$171.72
43	10 - Distributed Learning Curriculum Developer IV	\$207.81
44	10 - Distributed Learning Curriculum Developer V	\$248.48
45	11 - Classroom Instructor I	\$111.43
46	11 - Classroom Instructor II	\$140.17
47	11 - Classroom Instructor III	\$171.72
48	11 - Classroom Instructor IV	\$207.81
49	11 - Classroom Instructor V	\$248.48
50	12 - Facilitator I	\$117.60
51	12 - Facilitator II	\$147.94
52	12 - Facilitator III	\$181.22
53	12 - Facilitator IV	\$219.36
54	12 - Facilitator V	\$262.28
55	13 - Technical Director IV	\$242.48
56	13 - Technical Director V	\$289.88
57	13 - Technical Director VI	\$333.32
58	14 - Computer Systems Security Analyst I	\$123.81
59	14 - Computer Systems Security Analyst II	\$155.72
60	14 - Computer Systems Security Analyst III	\$190.79
61	14 - Computer Systems Security Analyst IV	\$230.89
62	14 - Computer Systems Security Analyst V	\$276.08
63	15 - Application SW Dev Analyst I	\$136.20
64	15 - Application SW Dev Analyst II	\$171.29
65	15 - Application SW Dev Analyst III	\$209.89
66	15 - Application SW Dev Analyst IV	\$254.01
67	15 - Application SW Dev Analyst V	\$303.71
68	16 - Comp Systems Architect I	\$136.20
69	16 - Comp Systems Architect II	\$171.29
70	16 - Comp Systems Architect III	\$209.89
71	16 - Comp Systems Architect IV	\$254.01
72	16 - Comp Systems Architect V	\$303.71
73	17 - Database Architect I	\$129.98
74	17 - Database Architect II	\$163.52

75	17 - Database Architect III	\$200.31
76	17 - Database Architect IV	\$242.48
77	17 - Database Architect V	\$289.88
78	18 - Website Designer I	\$111.43
79	18 - Website Designer II	\$140.17
80	18 - Website Designer III	\$171.72
81	18 - Website Designer IV	\$207.81
82	18 - Website Designer V	\$248.48
83	19 - System Administrator I	\$129.98
84	19 - System Administrator II	\$163.52
85	19 - System Administrator III	\$200.31
86	19 - System Administrator IV	\$242.48
87	19 - System Administrator V	\$289.88
88	20 - Document Specialist I	\$96.59
89	20 - Document Specialist II	\$117.60
90	20 - Document Specialist III	\$147.94
91	20 - Document Specialist IV	\$181.22
92	20 - Document Specialist V	\$219.36

As described previously in “Customer Information”, these rates may be subject to further reduction:

- The Federal Government must commit to a 6-month period of performance and provide LM employees’ office supplies and services as required for performance at a non-LM location to obtain preferential government premise rates of 15% off our commercial pricelist.
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<b>Discounts and Concessions</b>	<b>Government (GSA)</b>
Discounts:	
• Basic	8%
• Orders > \$500,000*	1%
• Orders > \$1,000,000*	2%
• Gov’t Site Orders**:	15%
Concessions:	N/A
Prompt Payment:	N/A
Warranty:	N/A
Return Goods Policy:	N/A

- In addition to the above rates; this contract has three five-year option periods. Rate increases, which are based on the DRI/McGraw-Hill Wages and Salaries, Professional, Specialty and Technical Workers Index Outlook for the years covered under this contract, are expected to escalate at approximately 3.78% per year.