



**General Services Administration
Contract GS-10F-0014K**

Price Listing

Awarded Special Item Numbers (SINs)

SIN 874-1, 874 1RC Integrated Consulting Services



Thank you for your interest in Man-Machine Systems Assessment, Incorporated (MSA, Inc.). We appreciate the opportunity to serve you.

MSA, Inc., was founded in 1990 with the philosophy that exceptional value doesn't necessarily have to mean high cost. We believe that a company can grow and succeed while remaining unencumbered by too many layers of management and bureaucracy. At MSA, we are leaders, not managers. We translate that belief into action by providing our customers with specialists that perform careful analysis, evaluation and assessment to allow organizations to greatly improve performance and job satisfaction. For 19 years, MSA has continuously shown a strong commitment to the improvement of our client's organization structure (people, skills and equipment) and management processes.

Within this catalog, you will first find a summary of regulatory information about our GSA MOBIS contract. Following this, you'll find contractual labor category descriptions and cost factors associated with each labor category.

If you have any questions regarding the information in this catalog, or if you would like to obtain a detailed cost estimate, please contact :

Lillian Harris
President
202.408.0042
lharris@msaincorp.com

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

Management, Organizational and Business Improvement Services (MOBIS)

Man-Machine Systems Assessment, Inc. (MSA, Inc.)

2900 South Quincy Street,
Suite 350
Arlington, VA 22206

202.408.0042 – Office
202.408.0051 – Fax

On-line ordering access: www.msaincorp.com
EMAIL: lharris@msaincorp.com

Business size: Woman-owned small DUNs Number: 799732594 CAGE Code: OM3S2 Industrial Group: 874 Industrial Class: 8742 Contract #: GS-10F-0014K Contract period: 10.15.99 - 10.14.19

On-line access to contract ordering information, terms and conditions, current pricing, and the option to create an electronic delivery order are available through GSA Advantage! (www.fss.gsa.gov).

Customer Information

- | | |
|---|--|
| 1. a. Awarded Special Item Numbers:
874-1 & 874-1 RC Consulting Services | 10. Foreign Items: None |
| b. Lowest Price Unit: See attached Price List | 11. Delivery Time: Negotiated for each order |
| 2. Maximum Order Threshold: \$1,000,000.00 | 12. F.O.B. Point: Destination |
| 3. Minimum Order: \$100.00 | 13. Ordering Address:
MSA, Inc.
2900 South Quincy Street
Suite 350
Arlington, VA 22206 |
| 4. Geographic Coverage: World-wide | 14. Payment Address: Same as ordering
Address |
| 5. Points of Production: World-wide | 15. Warranty Provision: N/A |
| 6. Prices shown herein are NET with discounts
included | 16. Export Packaging Charges: N/A |
| 7. Quantity Discounts: N/A | 17. Terms and Conditions of Government Credit
Card Acceptance: IAW the Government
Commercial Credit and Program Guidelines |
| 8. Prompt Payment Terms: Net 30 | 18. This offering contains no Service Contract
Act (SCA) eligible labor categories. |
| 9. a. MSA, Inc. will accept government credit
cards | |
| b. No discounts are offered for payment by
credit card | |

SIN 874-1 & 874-1RC Integrated Consulting Services Labor Category Descriptions

Technical/Analytical Support Level 1

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, data analysis, statistical analysis, modeling and simulation, test planning, configuration management, hardware and software testing, quality management, system engineering, or other operations research analysis. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst.

Minimum Experience - 1 year

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation/stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Technical/Analytical Support Level 2

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, data analysis, statistical analysis, modeling and simulation, test planning, configuration management, hardware and software testing, quality management, system engineering, or other operations research analysis. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 3 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability,

availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Technical/Analytical Support Level 3

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, data analysis, statistical analysis, modeling and simulation, test planning, configuration management, hardware and software testing, quality management, system engineering, or other operations research analysis. Must be able to apply fundamental skills in a task context and demonstrate understanding of relevancy. Generally, operates independently, but works under the guidance of a senior team leader.

Minimum Experience - 5 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Technical/Analytical Support Level 4

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, data analysis, statistical analysis, modeling and simulation, test planning, configuration management, hardware and software testing, quality management, system engineering, or other operations research analysis. Demonstrates knowledge and understanding of tasks and their roles in the overall program. Must be able to operate independently but is also responsible for mentoring junior analysts.

Minimum Experience - 7 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing,

modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Technical/Analytical Support Level 5

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, data analysis, statistical analysis, modeling and simulation, test planning, configuration management, hardware and software testing, quality management, system engineering, or other operations research analysis. Demonstrates knowledge and understanding of tasks and their roles in the overall program and is regarded with authority and can access other experts in the field. Capable of operating independently but can also be responsible for leading teams and mentoring junior analysts.

Minimum Experience - 10 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - MS

Professional Support Level 1

Functional Responsibility - The professional support staff provides highly specialized knowledge and theoretical skills necessary to define, analyze, verify and document complex problems or issues. The professional support staff is capable of designing and developing solutions for implementation by the technical staff. The functions performed by the professional staff include: design, development, integration and testing of complex high tech concepts and system architectures. Must have a broad knowledge of technology, applications and customer requirements. Must have an in-depth understanding of technology, such as engineering, system design, complex analysis, computer design and architectures and protocol, IEEE standards, and military /commercial standards. Must be trained to apply and/or develop advanced technologies, scientific principles, theories and concepts related to technical disciplines. The professional staff may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Must be able to apply fundamental skills

toward problem solving. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 3 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, operations research, mathematics or physics.

Minimum Education - BS

Professional Support Level 2

Functional Responsibility - The professional support staff provides highly specialized knowledge and theoretical skills necessary to define, analyze, verify and document complex problems or issues. The professional support staff is capable of designing and developing solutions for implementation by the technical staff. The functions performed by the professional staff include: design, development, integration and testing of complex high tech concepts and system architectures. Must have a broad knowledge of technology, applications and customer requirements. Must have an in-depth understanding of technology, such as engineering, system design, complex analysis, computer design and architectures and protocol, IEEE standards, and military /commercial standards. Must be trained to apply and/or develop advanced technologies, scientific principles, theories and concepts related to technical disciplines. The professional staff may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Must be able to apply fundamental skills and experience-based knowledge toward problem solving. Generally, operates independently on small projects but under supervision of a more senior analyst for larger projects.

Minimum Experience - 7 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, operations research, mathematics or physics. Must hold a Bachelor's degree and have at least 7 years of relevant experience.

Minimum Education - BS

Professional Support Level 3

Functional Responsibility - The professional support staff provides highly specialized knowledge and theoretical skills necessary to define, analyze, verify and document complex problems or issues. The professional support staff is capable of designing and developing solutions for implementation by the technical staff. The functions performed by the professional staff include: design, development, integration and testing of complex high tech concepts and system architectures. Must have a broad knowledge of technology, applications and customer requirements. Must have an in-depth understanding of technology, such as engineering, system design, complex analysis, computer design and architectures and protocol, IEEE standards, and military /commercial standards. Must be trained to apply and/or develop advanced technologies, scientific principles, theories and concepts related to technical disciplines. The professional staff may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Demonstrates knowledge and understanding of tasks and their roles in the overall program. Must be able to apply skills and experience-based knowledge toward problem solving. Operates independently on most projects but may also have supervisory responsibilities over junior analysts in team situations.

Minimum Experience - 5 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, operations research, mathematics or physics.

Minimum Education - MS

Professional Support Level 4

Functional Responsibility - The professional support staff provides highly specialized knowledge and theoretical skills necessary to define, analyze, verify and document complex problems or issues. The professional support staff is capable of designing and developing solutions for implementation by the technical staff. The functions performed by the professional staff include: design, development, integration and testing of complex high tech concepts and system architectures. Must have a broad knowledge of technology, applications and customer requirements. Must have an in-depth understanding of technology, such as engineering, system design, complex analysis, computer design and architectures and protocol, IEEE standards, and military /commercial standards. Must be trained to apply and/or develop advanced technologies, scientific principles, theories and concepts related to technical disciplines. The professional staff may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Demonstrates knowledge and

understanding of tasks and their roles in the overall program and is regarded with authority and can access other experts in the field. Capable of operating independently but can also be responsible for leading teams and mentoring junior analysts.

Minimum Experience - 10 years

Must have training in one or more of the following areas: computer science, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, modeling/simulation./stimulation, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, operations research, mathematics or physics.

Minimum Education – MS

Specialized Technical Expert Level 1

Functional Responsibility- The specialized technical expert provides highly specialized knowledge and practical skills to define, analyze, verify and document complex problems or issues. The specialized technical expert is capable of designing and developing solutions for implementation by the technical staff and/or the customer, in support of specific areas of business improvement practices, technologies, or procedures. The specialized technical expert may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Must be able to apply fundamental skills toward problem solving. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 3 years

There is no specific degree field requirement. However, must have verifiable expertise in an area of interest to the customer that will improve business practices, technologies or procedures.

Minimum Education - BA/BS

Specialized Technical Expert Level 2

Functional Responsibility - The specialized technical expert provides highly specialized knowledge and practical skills to define, analyze, verify and document complex problems or issues. The specialized technical expert is capable of designing and developing solutions for implementation by the technical staff and/or the customer, in support of specific areas of business improvement practices, technologies, or procedures. The specialized technical expert may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Must be able to apply fundamental skills and experience-based knowledge toward problem solving.

Generally, operates independently on small projects but under supervision of a more senior analyst for larger projects.

Minimum Experience - 7 years

There is no specific degree field requirement. However, must have verifiable expertise in an area of interest to the customer that will improve business practices, technologies or procedures.

Minimum Education - BS

Specialized Technical Expert Level 3

Functional Responsibility - The specialized technical expert provides highly specialized knowledge and practical skills to define, analyze, verify and document complex problems or issues. The specialized technical expert is capable of designing and developing solutions for implementation by the technical staff and/or the customer, in support of specific areas of business improvement practices, technologies, or procedures. The specialized technical expert may also develop and provide training specifically tailored to the customer's needs. These training programs may include operator training as well as professional certification training and licensing. Demonstrates knowledge and understanding of tasks and their roles in the overall program. Must be able to apply skills and experience-based knowledge toward problem solving. Operates independently on most projects but may also have supervisory responsibilities over junior analysts in team situations.

Minimum Experience - 5 years

There is no specific degree field requirement. However, must have verifiable expertise in an area of interest to the customer that will improve business practices, technologies or procedures.

Minimum Education - MS

Senior Scientist Level 1

Functional Responsibility - Functional Responsibility: Work requires the independent development of comprehensive, sophisticated, and highly complex project plans and schedules and continual monitoring and updating of same to ensure that project goals are achieved. Incumbents have broad latitude for decision-making at the division level and are reviewed on the basis of results achieved. Prepares intricate and/or complex engineering or data analysis plans which require the highest level of specialized knowledge (e.g. original research in a specific discipline) or the resolution of complex management problems which require extensive cross-functional knowledge. Typically delegates data collection and analysis work and performs technical review of reports or client deliverables prior to their issuance.

Minimum Experience - See chart below.

Minimum Education - See chart below.

Level	Minimum Education	Minimum Experience
1	BS/BA	20 years
1	MS/MA	10 years
1	PHD	5 years

Senior Oversight Level 1

Functional Responsibility - This person works at the program management level in support of the client and is the point of contact for an individual project or program. As such, the Sr. Oversight Level 1 person will provide: overall program/project management of team personnel and fiscal assets. He or she will monitor funding expenditures and availability of funds for specific tasks; provide periodic progress and expenditure reports to the clients as requested; resolve problematic issues; and, be responsible to the client for timely and accurate deliverables. Must be able to apply fundamental skills toward problem solving. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 15 years

Minimum Education - BS/BA

Senior Oversight Level 2

Functional Responsibility - This person works at the program management level in support of the client and is the point of contact for an individual project or program. As such, the Sr. Oversight Level 2 person will provide: overall program/project management of team personnel and fiscal assets. He or she will monitor funding expenditures and availability of funds for specific tasks; provide periodic progress and expenditure reports to the clients as requested; resolve problematic issues; and, be responsible to the client for timely and accurate deliverables. Must be able to apply fundamental skills and experience-based knowledge toward problem solving. Generally, operates independently on small projects but under supervision of a more senior analyst for larger projects.

Minimum Experience - 5 years

Minimum Education - MS/MA

Business Continuity Specialist Level 1

Functional Responsibility - A Business Continuity Specialist has acquired skills and knowledge in the areas of business continuity and risk management. Specifically, the Business Continuity Specialist will be expert in the design, development, execution and

test and evaluation of continuity of operations programs (COOP), business continuity plans and risk management plans. This includes performing audits and evaluations of existing business processes, collecting business function data through interviews and questionnaires and performing business function analyses, business impact analyses, risk analyses, developing strategies to ensure business function continuity and recovery, training through tabletop exercises and field scenarios, assisting with the development of policies and programs related to business functional continuity and management of continuity programs. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 3 years actual experience in the applicable field or in the military-industrial complex.

Minimum Education - BS

Business Continuity Specialist Level 2

Functional Responsibility - A Business Continuity Specialist has acquired skills and knowledge in the areas of business continuity and risk management. Specifically, the Business Continuity Specialist will be expert in the design, development, execution and test and evaluation of continuity of operations programs (COOP), business continuity plans and risk management plans. This includes performing audits and evaluations of existing business processes, collecting business function data through interviews and questionnaires and performing business function analyses, business impact analyses, risk analyses, developing strategies to ensure business function continuity and recovery, training through tabletop exercises and field scenarios, assisting with the development of policies and programs related to business functional continuity and management of continuity programs. Demonstrates knowledge and understanding of tasks and their roles in the overall program. Must be able to operate independently but is also responsible for mentoring junior analysts.

Minimum Experience - 5 years

Minimum Education - MS/MA

Subject Matter Expert Level 1

Functional Responsibility - The Subject Matter Expert exhibits the highest level of expertise in a specialized job, task, or skill within the organization or program. SMEs act as critical information sources during the research phase of project planning and are consulted equally in the technical validation of planning and training drafts to ensure interpreted information and data matches their actual, first-hand experience. An SME is not necessarily qualified due to academic degree level and may demonstrate expertise through appropriate training, experience and/or certifications, or demonstrate acceptance by his/her peers as an expert. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst.

Minimum Experience - 20 years verifiable experience.

Minimum Education - HS

Subject Matter Expert Level 2

Functional Responsibility - The Subject Matter Expert exhibits the highest level of expertise in a specialized job, task, or skill within the organization or program. SMEs act as critical information sources during the research phase of project planning and are consulted equally in the technical validation of planning and training drafts to ensure interpreted information and data matches their actual, first-hand experience. An SME is not necessarily qualified due to academic degree level and may demonstrate expertise through appropriate training, experience and/or certifications, or demonstrate acceptance by his/her peers as an expert. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 5 years

Minimum Education - PhD

Survey/Technical Support Level 1

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints, specifically within the area of surveying. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, survey instrument preparation and administration, data analysis, statistical analysis, test planning, quality management, system engineering, or other operations research analysis. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst.

Minimum Experience - 1 year

Must have training in one or more of the following areas: human factors engineering, engineering psychology, psychology, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Survey/Technical Support Level 2

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints, specifically within the area of surveying. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, survey instrument preparation and administration, data analysis, statistical analysis, test planning, quality management, system engineering, or other operations research analysis. Must be able to apply basic fundamental skills in a task context. Generally, operates under supervision of a more senior analyst, but occasionally operates independently on simple tasks.

Minimum Experience - 3 years

Must have training in one or more of the following areas: human factors engineering, engineering psychology, psychology, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - BS

Survey/Technical Support Level 3

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints, specifically within the area of surveying. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, survey instrument preparation and administration, data analysis, statistical analysis, test planning, quality management, system engineering, or other operations research analysis. Demonstrates knowledge and understanding of tasks and their roles in the overall program. Must be able to operate independently but is also responsible for mentoring junior analysts.

Minimum Experience - 5 years

Must have training in one or more of the following areas: human factors engineering, engineering psychology, psychology, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - MS

Survey/Technical Support Level 4

Functional Responsibility - The analytical support staff provides specialized knowledge and technical skills necessary to analyze complex problems or issues, quantify essential performance parameters, and design solutions based upon the customer's needs and constraints, specifically within the area of surveying. Functions include task analysis, requirements definitions, organizational analysis, systems analysis, functional/procedural process analysis, survey instrument preparation and administration, data analysis, statistical analysis, test planning, quality management, system engineering, or other operations research analysis. Demonstrates knowledge and understanding of tasks and their roles in the overall program and is regarded with authority and can access other experts in the field. Capable of operating independently but can also be responsible for leading teams and mentoring junior analysts.

Minimum Experience - 7 years

Must have training in one or more of the following areas: human factors engineering, engineering psychology, psychology, computer systems, statistics, business processes, re-engineering, information collection, manipulation and analysis, developmental/operational testing, process/functional analysis, test design, reliability, availability, and maintainability analysis, numerical analysis, engineering, or operations research.

Minimum Education - MS

Education / Experience Equivalency - Applicable to all levels of labor categories

Personnel must have the education level and years of experience listed in the each labor category description. The following equivalent experience can be substituted for education:

- HS and 4 years for a Bachelor's degree
- Bachelor plus 2 years for a Master's Degree

SCA STATEMENT

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire TFTP-SC-980874 Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when Man-Machines Systems Assessment (MSA), Inc., dba MSA adds SCA labor categories / employees to the contract through the modification process, the MSA will inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

**MSA, Incorporated Management, Organizational and Business Improvement Services (MOBIS)
SIN 874-1 & 874-1RC Integrated Consulting Services**

CONTRACTOR SITE RATES

Labor Category	GSA Rate					
	10/15/2013	10/15/2014	10/15/2015	10/15/2016	10/15/2017	10/15/2018
	10/14/2014	10/14/2015	10/14/2016	10/14/2017	10/14/2018	10/14/2019
Technical/Analytical, Level 1	\$43.87	\$44.74	\$45.62	\$46.53	\$47.45	\$48.39
Technical/Analytical, Level 2	\$53.11	\$54.16	\$55.23	\$56.33	\$57.44	\$58.58
Technical/Analytical, Level 3	\$60.03	\$61.22	\$62.43	\$63.67	\$64.93	\$66.21
Technical/Analytical, Level 4	\$71.59	\$73.01	\$74.45	\$75.93	\$77.43	\$78.96
Technical/Analytical, Level 5	\$80.82	\$82.42	\$84.05	\$85.72	\$87.41	\$89.14
Professional, Level 1	\$83.12	\$84.77	\$86.44	\$88.16	\$89.90	\$91.68
Professional, Level 2	\$92.35	\$94.18	\$96.04	\$97.94	\$99.88	\$101.86
Professional, Level 3	\$101.60	\$103.61	\$105.66	\$107.76	\$109.89	\$112.06
Professional, Level 4	\$108.53	\$110.68	\$112.87	\$115.11	\$117.38	\$119.71
Specialized Technical Expert, Level 1	\$109.28	\$111.44	\$113.65	\$115.90	\$118.20	\$120.54
Specialized Technical Expert, Level 2	\$118.82	\$121.17	\$123.57	\$126.02	\$128.51	\$131.06
Specialized Technical Expert, Level 3	\$128.32	\$130.86	\$133.45	\$136.09	\$138.79	\$141.54
Senior Scientist	\$184.61	\$188.27	\$191.99	\$195.79	\$199.67	\$203.62
Senior Oversight, Level 1	\$136.90	\$139.61	\$142.37	\$145.19	\$148.07	\$151.00
Senior Oversight, Level 2	\$151.04	\$154.03	\$157.08	\$160.19	\$163.36	\$166.60
Business Continuity Specialist, Level 1	\$115.47	\$117.76	\$120.09	\$122.47	\$124.89	\$127.36
Business Continuity Specialist, Level 2	\$125.49	\$127.97	\$130.51	\$133.09	\$135.73	\$138.42
Subject Matter Expert, Level 1	\$168.64	\$171.98	\$175.38	\$178.86	\$182.40	\$186.01
Subject Matter Expert, Level 2	\$202.93	\$206.95	\$211.05	\$215.22	\$219.49	\$223.83
Survey Technical, Level 1	\$61.20	\$62.41	\$63.65	\$64.91	\$66.19	\$67.50
Survey Technical, Level 2	\$80.02	\$81.60	\$83.22	\$84.87	\$86.55	\$88.26
Survey Technical, Level 3	\$94.15	\$96.01	\$97.92	\$99.85	\$101.83	\$103.85
Survey Technical, Level 4	\$110.63	\$112.82	\$115.05	\$117.33	\$119.66	\$122.02

**MSA, Incorporated Management, Organizational and Business Improvement Services (MOBIS)
SIN 874-1 & 874-1RC Integrated Consulting Services**

GOVERNMENT SITE RATES

Labor Category	GSA Rate					
	10/15/2013	10/15/2014	10/15/2015	10/15/2016	10/15/2017	10/15/2018
	- 10/14/2014	- 10/14/2015	- 10/14/2016	- 10/14/2017	- 10/14/2018	- 10/14/2019
Technical/Analytical, Level 1	\$42.49	\$43.33	\$44.19	\$45.06	\$45.96	\$46.87
Technical/Analytical, Level 2	\$51.43	\$52.45	\$53.49	\$54.55	\$55.63	\$56.73
Technical/Analytical, Level 3	\$58.14	\$59.29	\$60.47	\$61.66	\$62.88	\$64.13
Technical/Analytical, Level 4	\$69.32	\$70.69	\$72.09	\$73.52	\$74.98	\$76.46
Technical/Analytical, Level 5	\$78.26	\$79.81	\$81.39	\$83.00	\$84.64	\$86.32
Professional, Level 1	\$80.51	\$82.10	\$83.73	\$85.39	\$87.08	\$88.80
Professional, Level 2	\$89.46	\$91.23	\$93.04	\$94.88	\$96.76	\$98.67
Professional, Level 3	\$98.40	\$100.35	\$102.34	\$104.36	\$106.43	\$108.54
Professional, Level 4	\$105.12	\$107.20	\$109.32	\$111.49	\$113.70	\$115.95
Specialized Technical Expert, Level 1	\$103.87	\$105.93	\$108.02	\$110.16	\$112.34	\$114.57
Specialized Technical Expert, Level 2	\$112.89	\$115.13	\$117.40	\$119.73	\$122.10	\$124.52
Specialized Technical Expert, Level 3	\$121.93	\$124.34	\$126.81	\$129.32	\$131.88	\$134.49
Senior Scientist	\$174.60	\$178.06	\$181.58	\$185.18	\$188.84	\$192.58
Senior Oversight, Level 1	\$129.50	\$132.06	\$134.68	\$137.35	\$140.07	\$142.84
Senior Oversight, Level 2	\$142.91	\$145.74	\$148.63	\$151.57	\$154.57	\$157.63
Business Continuity Specialist, Level 1	\$109.24	\$111.40	\$113.61	\$115.86	\$118.15	\$120.49
Business Continuity Specialist, Level 2	\$118.73	\$121.08	\$123.48	\$125.92	\$128.42	\$130.96
Subject Matter Expert, Level 1	\$159.56	\$162.72	\$165.94	\$169.23	\$172.58	\$175.99
Subject Matter Expert, Level 2	\$192.00	\$195.80	\$199.68	\$203.63	\$207.66	\$211.78
Survey Technical, Level 1	\$58.15	\$59.30	\$60.48	\$61.67	\$62.89	\$64.14
Survey Technical, Level 2	\$76.03	\$77.54	\$79.07	\$80.64	\$82.23	\$83.86
Survey Technical, Level 3	\$89.47	\$91.24	\$93.05	\$94.89	\$96.77	\$98.69
Survey Technical, Level 4	\$105.12	\$107.20	\$109.32	\$111.49	\$113.70	\$115.95