



General Services Administration

Federal Supply Service

Authorized Federal Supply Schedule Price List

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

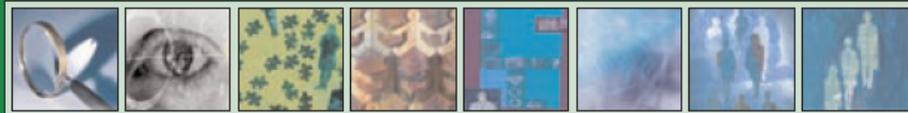
The Internet address for GSA Advantage is:

<http://www.fss.gsa.gov>

Schedule for -
Management, Organizational, and
Business Improvement Services
(MOBIS)

Federal Supply Group 874
Class 8742

Contract Number: GS-10F-0065L



EAI, INC.

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Boca Raton, FL 33428
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Contract Administration: Stefan DeVocht
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Business Size: Small

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STATEMENT OF CAPABILITY

2005 / 2006

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CUSTOMER INFORMATION

- 1a. Authorized Special Item Number (SIN's)
Special Item No. 874-1 Consulting Services
Special Item No. 874-2 Facilitation Services
Special Item No. 874-3 Survey Services

- 1b. Identification of the lowest priced model number and lowest unit price for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.

2. Maximum order: \$1,000,000

3. Minimum order: \$300.00

4. Geographic coverage (delivery area): Domestic

5. Point(s) of production (city, county, and state or foreign country):
11463 Sundance Lane
Boca Raton, FL 33428

6. Discount from list prices or statement of net price: Prices shown herein are Net (discount deducted).

7. Quantity discounts: None

8. Prompt payment terms: 2% / 10days; Net 30

- 9a. Notification whether Government purchase cards are accepted below the micropurchase threshold. Yes

- 9b. Notification whether Government purchase cards are accepted or not accepted above the micropurchase threshold. Yes

10. Foreign items (list items by country of origin). N/A

- 11a. Time of delivery. Delivery date of completed documents will be negotiated with the ordering agency per Task Order.

- 11b. Expedited Delivery. Contact Contractor



- 11c. Overnight and 2-day delivery. Contact Contractor
- 12. F.O.B. point(s). Destination
- 13. Ordering address(es):
EAI
11463 Sundance Lane
Boca Raton, FL 33428
- 14. Payment address(es):
EAI
11463 Sundance Lane
Boca Raton, FL 33428
- 15. Warranty provision, N/A
- 16. Export packing charges, if applicable. N/A
- 17. Terms and conditions of Government purchase card acceptance (any thresholds above the micropurchase level): None
- 18. Terms and conditions of rental, maintenance, and repair (if applicable). N/A
- 19. Terms and conditions of installation (if applicable). N/A
- 20a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable). N/A
- 20b. Terms and conditions for any other services (if applicable). N/A
- 21. List of service and distribution points (if applicable). N/A
- 22. List of participating dealers (if applicable). N/A
- 23. Preventive maintenance (if applicable). N/A
- 24. Year 2000 (Y2K) compliant: Yes
- 25. Environmental attributes, e.g. recycled content, energy efficiency, and/or reduced pollutants. N/A
- 26. Data Universal Number System (DUNS) number. 831964213
- 27. Notification regarding registration in Central Contractor Registration (CCR) database. Yes



OVERVIEW

EAI is a premier, "boutique", management consulting firm specialized in implementing Information Management (IM) processes compliant with the Clinger-Cohen Act of 1996. The Act requires the redesign of processes prior to their automation, as well as the implementation of sound processes to decide and manage investments in Information Technology. Indeed, IT projects should compete for capital and resources to ensure that the agency achieves the highest return. However, business processes also require resources and in reality they compete for the same resources.

EAI therefore, facilitates the implementation of IT Management and Governance processes such that the resource allocation process for the IT Capital Investment Process is integral to the resource allocation for Business Process Redesign Initiatives. The basis of all investments is a set of architectures, or blueprints, that encompass all areas of information management: business re-engineering, automation acquisition, and infrastructure deployment. **EAI** facilitates a Client Team in developing their own Blueprints and Information Management plans.

EAI's methods are based on a proven and published approach: Dr. Steven H. Spewak's methodology: Enterprise Architecture Planning – Developing Blueprints for Data, Applications, and Technology. Our approach solves organizational governance issues, improves organizational learning, installs skill development and training, and instills teamwork and collaboration.

EAI guides its Client Agencies through an Institutionalization of this Strategic Information Management Planning (SIMP) process, thereby ensuring that the newly implemented IT Management and Governance process is lasting for the Agency, and indeed can be used by senior management in its decision making processes.

EAI provides very experienced consultants who literally wrote the book on IT Planning. They are capable of facilitating and leading your projects in which your own subject matter experts, from the business community, develop a clear, concise, and compelling picture of the technology world – today's and tomorrow's.

But, most importantly, **EAI** provides very senior consultants, with years of experience in dealing with senior executives, and therefore well versed in the diplomacy required for consensus building among managers.



SIN 874-1 CONSULTING SERVICES

The Clinger-Cohen Act of 1996 recommends reengineering a business process, prior to automating it. EAI has successfully extended Dr. Steven Spewak's Enterprise Architecture Planning methodology for data, systems and technology, to include the planning of Business Reengineering (BRE), Business Process Redesign (BPR) and Business Process Improvement (BPI) Projects. The resulting plan, a Strategic Information Management Plan (SIMP™) is a fully integrated suite of actionable project plans. It aligns information systems projects and business process redesign projects with the business initiatives of an Agency's strategic plan.

EAI's methodology guides Agencies to reorganize and equip themselves with the necessary BRE planning process. The strategic planning team documents and analyzes the enterprise's business processes, or value streams, and assesses their costs and their value.

Integration of EAP's plans in support of Business Initiatives

EAI's methods put a process in place enabling the Agency team to estimate the benefit of reengineering, the cost and the risk exposure to the enterprise. To ensure coordination among business re-engineering efforts and the IT projects in support of the same process, EAI teaches the Agency team how to correlate the Information Technology and Automation needs of the anticipated to-be processes with the Automation and Technology projects of the IT organization.

As a result, the agency's leadership will be provided with:

- **A management tool:** a comprehensive set of coordinated plans, with a well balanced allocation of Human and Financial resources to projects that best benefit the enterprise
- **A process:** institutionalized across the agency, to adjust the plan and its resource allocation dynamically as new business initiatives dictate

Planning Initiation Consulting

Diligent preparation is required before an Enterprise Architecture Planning (EAP) project gets underway. The purpose of the Planning Initiation phase is to organize and plan an EAP project, and to put all of the ingredients for success into place. A team of the most experienced EAI consultants will determine a good scope for the EAP project (organizationally and functionally), create a clear vision of the future that serves as the general target, specify the qualifications for each of the roles on the project team, identify and evaluate the qualifications of candidate participants, adapt the EAP methodology for each client's situation, develop a list of deliverables, and estimate the effort and duration of each step to prepare a work plan for the project.



Strategic Business Assessment, Visioning, and Planning

For organizations that lack a well defined and accepted strategic business plan, a Strategic Assessment sets the stage for effective planning by providing a vision that drives strategic planning, budgeting, service management, as well as the EAP process. Employing a proven formal methodology, the strategic assessment results in both high-yielding, short-term quick-fixes and practical long-term recommendations. The strategic assessment may precede the EAP or be conducted concurrently with the early phases of EAP. The topics in the strategic assessment include Mission Analysis, Customer Perceptions, Competitive Industry Analysis, Internal Strengths and Weaknesses, Vision of Future Business Operations, Strategic Initiatives, Products/Services, and their Technological Implications, Current Situation vs. Tomorrow, Organizational Recommendations, Skill Set and Staffing Recommendations, Financial/Investment Strategy, Management Process Implications, and Systems Management Recommendations.

The business model of EAP explicitly links the architectures with business plans, and in doing so makes the accountability for achieving objectives and making decisions explicit and public.

Formulation of Principles

Effective governments are founded on principles, laws, and statutes that apply to everyone. Similarly, there must be principles, architectures, and standards for managing information.

Merely having a principles document is not sufficient. Principles must be practical and provide actual guidance in Information Management related decision-making. EAP will formulate one set of well-written principles for the enterprise to ensure the consistency of the architectural and planning decisions. EAI consultants have experience managing this highly political phase of EAP, and will cut through cultural barriers that prevent executive management from formally ratifying the principles. The principles document will explain the rationale for each principle explicitly stating the derivation from fundamental business values. The changes and impact to the organization and its business practices are elaborated at length. EAI will recommend a strategy for the ratification of the principles, and formulate an on-going procedure for amending the principles.

"Inter-Enterprise" Project Coordination

Large government agencies may be comprised of multiple operating agencies or "enterprises," each conducting their own Strategic Information Management Projects (SIMP™), perhaps according to different planning methods. However, there often is much in common about the information management in each enterprise, and there is the potential for tremendous gains from leveraging that commonality.

EAI has developed the process and the tools to research and analyze the applications and technologies that independent projects are scheduled to implement. We assist with the



development of an information architecture containing baseline data, and required process, automation and infrastructure capabilities. We provide the processes to develop and compare strategies to benefit from work being done in projects in organizations across the Enterprise.

EAI has the framework that helps clients to gain insight in their issues, make corrective plans, develop architectures, and convert them into practical plans.

EAI's services execute the MOBIS objectives by providing a clear statement of goals, objectives, and strategies upon which long range systems and technology plans will be based.

On-Going Periodic Reviews and Briefings

When completed successfully, the EAP process establishes an implementation plan for the architectures. Periodically, EAI can conduct a review of (a) the progress of the implementation, (b) the conformance of the designs to the architectures, (c) the conformance of standards and procedures to the principles, (d) the alignment of the designs and architectures with the business vision and strategies, (e) unforeseen implementation issues and obstacles, and (f) the coordination and conformance with other business or EAP initiatives. Each periodic review would be about 2 - 3 days if conducted quarterly and 5 days if conducted semiannually.

SIN 874-2 FACILITATION SERVICES

Developing and implementing IT Management and Governance processes in an organization is not rocket science. But it's hard work. It's a myriad of details and it requires a dedicated team. Building this team, guiding the team through the details of the process, and doing the hard work alongside them is what EAI's facilitation is about.

EAI's focus throughout the project will be to ensure that the final recommendation for the reengineered process is of high quality, one hundred percent developed by the Agency's team, absolutely credible, and accepted by management.

Typically, the team members individually are highly experienced, qualified and respected in the organizations they represent, but they may have limited experience in information management processes, and they have not operated in a team environment for six to twelve months. EAI will literally build a high-performing team, train them in new tasks and procedures and provide guidance based upon experience from other government or commercial projects.

EAI's facilitation will ensure that the team delivers a high quality Strategic Information Management Plan on time and within budget.



EAI's facilitators are versed in addressing the psychological factors that play a role in the life cycle of a team. For example, we are fully aware that often a team experiences a breakdown before breakthrough to greater performance. EAI recognizes the experience as legitimate, helpful to the projects, and guides the team through it.

Enterprise Architecture planning (EAP) Project - Team Facilitation

This is the primary support task for EAP, covering every aspect of the methodology through the final report and presentation. EAI's consultants are experts at facilitating EAP team meetings, discussions, and presentations. Most importantly, the techniques and guidelines for EAP foster out-of-the-box creative thinking, the key ingredient for devising innovative solutions.

EAI facilitators bring techniques for constantly adjusting the EAP work plan, and templates for the deliverables. With years of experience on similar engagements, we understand the criteria for high quality business models and architectures.

Several levels of team facilitation and consulting support can be provided by EAI. They vary from part-time oversight to full-time facilitation and working along the team as a team member.

Institutionalize EAP (InstEAP™) project – Team Facilitation

The development of an IT capital investment process follows standard phases in business process redesign. Initiate the project, assess the current situation, reengineer and pilot the process, and implement the reengineered process.

Whereas the EAP project constitutes primarily the reengineer and pilot aspect of the new IT capital investment process, InstEAP or Institutionalize EAP is the implementation component of the redesign project. EAI will facilitate all phases of the implementation.

Project Direction, Quality and Progress Reviews and Briefings

EAI provides periodic guidance and recommendations for the overall direction of an EAP project. This is a part-time role, conducted by the partner-level EAI consultants. The activities include :

- (a) reviewing project deliverables for quality,
- (b) evaluating the rate of project progress against the work plan,
- (c) suggesting solutions to the myriad of problems and issues that arise, and
- (d) presenting a status briefings to the champion and executive sponsor together with our findings and recommendations.

These reviews and briefings typically coincide with major milestones. The aim is to bring one phase of EAP to a successful conclusion and to initiate the next one to the point where the team is confident of proceeding on its own to the next milestone.



SIN 874-3 SURVEY SERVICES

Although EAI's surveys are primarily conducted in support of its reengineering of an Agency's IT Planning and Capital Investment process, its surveys are excellent assessment instruments in their own right.

To begin with, we recommend that an organization assess the probability of successfully finishing such a reengineering project, or successfully implementing an Enterprise Architecture Plan. The tool used in this case is a **Strategic Readiness Assessment**. EAI has developed a very effective survey to gather the data for the readiness assessment.

EAI uses two other types of surveys in support of its core business. An **Enterprise Survey** to gather information of the business of the enterprise to form the basic understanding, or more precisely, the on-record consensus agreement of the vision, mission, and activities of the enterprise. The understanding is used to develop the systems and technology capabilities necessary to support the business and to prioritize their implementation. A third type of survey covers the **Technology facts-on-the-ground** situation of an organization. To develop a sound migration strategy towards a desired target **Technology Architecture**, an accurate baseline needs to be established of technologies currently in place and of investments currently being made in technology improvements. This **Technology Survey** also assesses the degree to which workers across the enterprise are engaged, legitimately but unaccounted for, in development of systems to aid in their work. Finally, the **Technology Survey** will research the positions the market and the industry is taking with respect to technology products and standards. These **Technology Position Statements** are used as guidance for the selection of our Client's technology standards.

The survey process is discussed in more detail.

Introduction to the Survey Process

In general, EAI's business is about assisting government agencies with streamlining their Information Management related decision processes. EAI's surveys provide management with insight whether there is indeed a fertile ground for such a risk-prone business reengineering effort.

Survey Design

EAI has extensive experience in developing these surveys. Drawing on a collection of sample formats, we work together with the agencies to tailor the surveys to their particular needs. EAI facilitates, for its clients, all aspects of survey design. This includes articulating clear and concise objectives, sizing the target audience and their distribution over the varied functions of the enterprise, deciding survey methods: individual or collective interviews, or questionnaires. When an agency is under time pressure or has



cost constraints, EAI may recommend developing a hypothesis first, and tailoring the survey to prove or disprove the hypothesis. Survey design also decides the collection and analysis methods.

Survey Training and Dry Run

Often surveys are conducted through individual and group interviews. EAI will train the members of a Client's team in conducting the interview. Trial interviews are set and follow-up assessments are provided. For questionnaire based surveys, a test group will be selected, and a pilot survey will be conducted with the test group with the surveyors observing. Observations will be discussed and the survey questions and instructions will be modified to incorporate lessons learned. The data collection methods will be tested and we will conduct a "dry-run" to ensure that the collected data can support the desired analysis. The cost estimate to conduct the survey will be validated and re-affirmed.

Conducting the Survey

We ensure that the Team conducting the survey benefits from our experience and when administering the Survey, we work along side them. This includes conducting personal interviews, facilitating group interviews, collecting the data, and reviewing the data for accuracy and completeness. EAI will oversee the data entry of the survey data in the EAP Toolset, or any other analysis tool used by its Clients. To safeguard the credibility of the survey, we will make sure that interviewees get a copy of the interview write-up and are given an opportunity to correct or to clarify the statements. Surveys that require anonymity or interviews that require non-attribution will be treated with the utmost respect for confidentiality. Often the Research and Analysis will point out gaps in the information or a weakness in the support of a hypothesis. In that case EAI will develop additional collections or follow-up interviews to correct the problem.

Research and Analysis

EAI will guide the Client Team with the analysis of the raw data. The results are reported from the database, tabulated, and presented in graphical format. The data is interpreted and presentations are developed to communicate the findings to management.



EAI Overview

Enterprise Architects International (EAI) designs and implements complex process and technology architectures, and focuses on optimizing the Information Management process to manage costs and maximize benefits. The firm was founded in 1997 and has been on the forefront of developing business process engineering, project management and information management approaches.

EAI has successfully executed complex organization and information systems work for Southeast Toyota, FedEx, Arvida, Philip Morris, Northeast Utilities, The Department of Energy, and the United States Air Force, as well as a number of emerging companies in the high technology and insurance industries.

Other Clients include:

US Senate, Air National Guard, Digital Equipment Corporation, AT&T, Secretary of the Air Force for Financial Management, Occupational Safety and Health Administration, National Highway Traffic Safety Administration, Securities and Exchange Commission, Property and Casualty Insurance Guaranty Corporation

EAI is committed to using only highly experienced consultants, each bringing a proven track record in the development and delivery of solutions to complex business and technical challenges, as well as a passion for creating value. These outstanding individuals support our clients with world-class ideas and experience as well as depth of industry exposure.

The services we provide:

- ❑ Enterprise Architecture Planning / Strategic IT Planning
- ❑ Business Process Improvement
- ❑ Enterprise Resource Planning Systems
- ❑ Program Management and Program Office Setup
- ❑ Organization and Executive Coaching
- ❑ Project Initiation



- ❑ Project Intervention / Remedial Actions
- ❑ PMI-certified Project Management Training
- ❑ *Certified Enterprise Architecture Development*
- ❑ *Information Assurance Planning*
- ❑ *Information Assurance Assessments*
- ❑ *Continuation of Operations Planning (COOP)*
- ❑ *Disaster Recovery Planning*
- ❑ *Information Security Architecture*
- ❑ *Communications Architecture Network, Internet, IT, VOIP)*
- ❑ *EA Independent Verification and Validation*
- ❑ *IA IV&V*
- ❑ *COOP IV&V*
- ❑ Disaster Recovery IV&V



Enterprise Architecture / IT Planning

Enterprise-level, architecture-based information management planning (EAP) is the most successful approach to planning and executing an IT strategy in complex, multi-platform enterprise situations. EAI has developed a rigorous method EAP++ which combines the traditional EAP with the components of process engineering and organization design to make the new Architecture a living component of the information technology processes. The business benefits of an IT architecture are:

- ❑ *A repository of facts about the enterprise mission, functions and business foundation, allowing for better planning and decision-making*
- ❑ *Improved communication among business organizations and IT organizations within the enterprise*
- ❑ *Architectural Views that help communicate the inter-dependency of large systems and facilitate management of extensive, complex environments*
- ❑ *Increased focus on the strategic use of emerging technologies to manage the enterprise's information and insert those technologies into the enterprise*
- ❑ *Improved consistency, accuracy, timeliness, integrity, quality, availability, access and sharing of IT-managed information across the enterprise*
- ❑ *Ability to highlight opportunities for building greater quality, scalability, and flexibility into applications without increasing cost*
- ❑ *Achieving economies of scale by providing mechanisms for sharing services*
- ❑ *Expediting integration of legacy and new systems and supporting migration of legacy applications involving EA*

The key steps of the EAP++ method are:

Enterprise Architecture Definition

This phase focuses on confirming the scope and goals of the architecture, identifying the sources of information and the areas of subject matter expertise, creating a performing team and environment, and establishing the decision making process for the project.

Typical phase outputs are:

- Team Mission and Performance Statement
- Architecture Scope Definition
- Readiness Assessment
- Architecture Business Case
- Sources of Information Inventory and Gap Identification
- Detailed Project Plan
- Milestone LRC
- Risk Plan, Change Management Plan, Quality Assurance Plan



Architecture Development

This phase focuses on documenting the existing situation, envisioning the future situation, creating a transition path from the existing to the future situation, and creating artifacts, repositories, tools and processes that will support the next phase, architecture usage. Typical phase outputs are:

- Business Model
- Information Resources Catalog
- As-Is / To-Be Data Architecture
- As-Is / To-Be Process Architecture
- As-Is / To-Be Application Architecture
- As-Is / To-Be Technology Architecture
- To Be Organizational Design
- Application Transition Plan
- Infrastructure Transition Plan
- Organization Transition Plan

Architecture Usage

This phase focuses on enacting the process, organization, skills and methodology changes decided during the architecture creation, as well as starting the execution of the transition path. Typical activities are:

- Implement the Architecture Transition Plan
- Implement the new IT Service Model
- Implement the new IT Organization
- Create Linkage with the Capital Investment Planning process
- Create Linkage with existing SDLC
- Knowledge transfer and support processes development

Architecture Maintenance

This phase begins in parallel with the creation of the architecture and continues throughout the lifecycle. It focuses on the institutionalization of the architecture process, the transfer of knowledge between EAI and the client, and the creation of adaptive feedback processes to inform the architecture development with the most recent business changes. EAI acts in a supporting role once the institutionalization is complete.

The key activities are:

- Development of an ongoing Oversight process
- Implementation of continuous training
- Creation of a Working Group to manage the assessment and realignment of the Architecture
- Implementation of ongoing Project Support



Business Process Engineering

The Business Process Design and Business Process Improvement services complement the creation of an Information management strategy. EAI helps clients to: **Identify and measure** the areas of the enterprise that will benefit most from a process initiative.

Answer key questions about each process and its component steps: How and where does the process add value to the bottom line? Where are the efficiency obstacles? What can be simplified? What can be automated? **Identify best practices** relevant to your industry and your activities. **Create expertise** and take charge of your process design. **Flow the changes** of duties, responsibilities and skills into the organization. **Deal with common issues:** Fear of change / Improving under pressure / Using existing and new technology to accelerate the improvement process. The typical steps to a business process improvement effort:

Enable your team

This ensures that the people who know your business best are at the core of the effort. Training a core team and specific experts on real life process analysis and process design pays big dividends: the proposed improvements will be validated by knowledgeable employees and well accepted and you will retain an in-house expertise that will be useful long after the first project.

Review the value of your processes

To identify improvement areas these questions are answered: What are the relative costs and benefits of each process? How would the company fare if an activity was discontinued? Is anyone doing it better inside or outside our organization? Can we simplify? Automate? Performance and costs are measured against internal or external comparable processes (benchmarking). Complex processes are mapped with techniques like white space analysis. Two series of actions emerge: Quick Wins - process modifications that can be rapidly and easily implemented and Process Changes that need to be refined and validated in the next stage.

Design improved practices

Once areas of improvement are identified, designing the future way of doing business begins. The changes touch all aspects of the enterprise: policies, rules and controls of the company; sequence, execution and the distribution of activities; degree of automation used in various work steps; skills and tools needed to address the identified improvement targets. To design optimal solutions, the team of internal experts and EAI specialists applies analytical and creative techniques to develop process breakthroughs



and identify simplification and automation potential. The new processes and practices are documented to allow management and the concerned workers to visualize the improvements. Major changes are tested in pilot form prior to implementation on a large scale.

Implement throughout the organization

As the design of new processes and practices nears completion, the of implementation is set in motion: information, training, restaffing and reskilling as well as preparation of any identified systems changes. Post-implementation measures and checkpoints are defined; successes and opportunities for further work are documented and communicated to affected parties and to Executive Management.

Check the Benefits - Make Process Improvement Part of Operations

The modified processes and practices need to be validated after operating in real conditions. This is the time to go back to the objectives of the project and make sure the expected benefits have been reached. The foundation should be laid for a continuous adaptation to the business change by defining new roles and responsibilities centered on process results rather than individual jobs.



Enterprise Resource Planning Systems

Enterprise Resource Planning Systems are often used as the backbone of a new architecture. Often, an EAP effort results in a change of paradigm related to the buy / build equation. As a result, the enterprise focuses its development resources on parts of the architecture that have no equivalent elsewhere and for which no COTS (Commercial Off The Shelf) or GOTS (Government Off the Shelf) solutions have been developed.

However, the successful installation of Enterprise Resource Planning Systems on a large scale is in itself a major challenge. EAI can help you prepare for the implementation, structure and launch the project, as well as assisting you in the various disciplines needed, i.e. to be process mapping, configuration, integration with multiple platforms, training design and execution, physical environment and infrastructure planning and installation, testing and validation and production cutover. We also provide models for the post-implementation and benefit realization phases of ERP projects, as well as organization models for the long term support of this critical enterprise asset.

For larger customers, we design strategies for the use of multiple ERPs, when size, continuity and flexibility constraints mandate it. We develop the meta-architecture that allows to maintain the integrity and the power of an ERP when using several instances of it, or several ERPs. We also design and implement ERP support models, to deal with the following long-term business mandates

- Maintaining a core technical knowledge basis about the ERP
- Maintaining a qualified super-user base, who provides active feedback
- Keeping the ability of regularly updating and upgrading the ERP
- Dealing with the continuity of processing, database scaling and archival issues
- Producing and maintaining the needed queries and reports to support management.



Change Management

Several situations call for change management initiatives in the enterprise. The most frequent ones are: changed economical or industry environment, modifications of strategies or enterprise culture, changes in the competitive landscape, the implementation of significant new technologies and processes, and the implementation of mergers, acquisitions and divestments.

Change management deals with the analysis, planning and execution of people, jobs and organization modification plans. The change management dimension helps to successfully implement new organizations, master information management plans or major process changes. Change management uses the tools of communication, training and human resource planning to prepare the organization for new models. EAI can assist in the definition and execution of a change management plan through its tools and templates designed to perform

- *Issue Identification and Readiness Assessment*
- *Future Process Impact Analysis*
- *Communication Planning*
- *Training Planning*
- *Competency Based and Goal Based Job Analysis*
- *Top Down Organizational Mission Assignment*



Project Initiation

Frequently, our clients need to prepare for a major Information Technology initiative ahead of its execution. Before starting a major overhaul of technology, important prerequisites need to be fulfilled; we help our clients to

- Clarify the objectives and success factors of the project
- Gain support for the initiative around a convincing business case
- Gauge readiness for the effort
- Adapt the organization and assemble the needed skills
- Obtain capital commitment using well defined interim milestones
- Engage business line senior management in the decisions of the project
- Canvass the existing classes of solutions and the probable evolution of technology in future years
- Review the existing off the shelf and development options
- Execute a rational supplier selection process
- Draft contracts and performance factors in the areas of intellectual property licensing and information technology services (development, hosting and others)

As the initiative starts, we support the client in selecting the appropriate project control methods, and in training and coaching the project organization.



*Project
Intervention
/ Remedial
Action*

Not every project is successful on the first try; several circumstances can arise that make a project intervention necessary:

- A project has lost management support and the organization has to decide whether to continue the initiative or end the project
- A project has been declared completed, but the business benefits are not materializing as expected
- Several projects contend for the same resources, either in information technology or in the user community, and none of them can proceed at the planned pace
- A project has lost key resources or its sponsor due to organizational changes or personnel turnover.

EAI will help by

- Diagnosing if the project issues relate to its planning and expectations or to its execution
- Reviewing if the business assumptions made at the beginning of the project are still valid, or have been superseded by external changes
- Analyzing the strategic consequences of the available courses of action
- Modifying the course or the scope of the project if appropriate
- Assisting the project manager in implementing corrective measures
- Regaining management credibility for the initiative
- Acting as Project Manager / Project Director pro tempore if needed
- Re-forming and re-motivating the team



Program / Portfolio Management

Agile organizations are frequently centered around projects –this allows to deploy the enterprise resources in a flexible manner to deploy new products, services and processes. However, a rational approach is needed to successfully manage the priorities and the deployment of resources to hundreds or thousands of different initiatives. EAI brings the necessary tools to manage the entire project portfolio of the enterprise. With an architecture as the guiding line, we help establish the prioritization process, the resource leveraging techniques and the program management techniques needed to master this level of complexity. We install Program Offices to leverage resources and methods across projects, and use project prioritization techniques which allow custom views of priorities, such as minimize timeline, minimize capital or minimize organizational change.

Toolsets and Modeling

EAI provides a complete toolset to model the EAP process and its results. This multidimensional database-driven tool allows to represent the dependencies and linkages between the various parts of the architecture, and to draw conclusions as to the possible and preferred implementation paths.

In addition to these architectural tools, EAI brings experience in the development of communication tools and knowledge bases accessible to a broad range of IT personnel and key users. These tools are developed using Intranet / Internet technologies and are customized to the communication and training needs of each client.



*PMI-certified
Project
Management
Training*

Project Management skills are frequently in short supply, particularly when it comes to cross-departmental, complex projects. These projects require a specific approach, and we have synthesized many of our decade-long experience in a course, Real Life Project Management, which teaches recent and confirmed Project Managers how to obtain a successful outcome, and how to handle predictable difficulties during projects.

Real Life Project Management is a case-based, interactive course that covers the full lifecycle of project management. The participants work in teams on gradually more complex exercises to progress a complex international industrial project. Special emphasis is given to the aspects of

- defining objectives, results, clients and sponsors correctly
- using milestones to drive tangible results and decisions
- creating a performing team
- delegating and controlling in a project environment
- personnel management in a project environment
- communication with end-users and management
- assessing and mitigating risks
- bringing projects to closure

Real Life Project Management is certified by the Project Management Institute and can be applied towards continuing education credits.



Key Resources

Stefan J. DeVocht

A business executive and systems professional with 20 years of experience in enterprise architectures, business modeling, systems and technology planning, database management and implementation of interactive information systems. Expert with Information Engineering, Business Re-engineering, Object Orientation and Client Server methodologies. An accomplished lecturer and effective communicator with all levels of corporate management. Demonstrated facilitator in an organization's migration to new business and technology architectures.

William Teagarden
M.S. Operations Research

Innovative, analytical and results-oriented professional with over 25 years of comprehensive experience in operations and information systems management. Outstanding record of success in applying information systems technology to support operational and strategic goals. Proven skills in business process re-engineering, including the development and implementation of process and productivity improvements. Exceptional team leader, problem solver and communicator who can work effectively with management and technical staff.



SUMMARY: Mr. DeVocht is a management consultant with 26 years of experience in managing enterprise process modernization projects for both the Federal Government and large private enterprises. He's a specialist in modernizing a corporation's governance processes: strategic planning, information systems planning, process engineering, capital planning and portfolio management. He has worked primarily for large multinationals like Exxon and Citicorp, fortune 100 companies like FedEx and Philip Morris, and large government agencies like the Department of Energy and the US Air Force. Mr. DeVocht has worked in Europe, the US and Latin America, is multi-lingual and skillful in adapting to varying cultural environments.. Mr. DeVocht is a specialist in applying Enterprise architecture to process modernization. He was the featured speaker on matters of Enterprise Architecture at the Architecture Plus conference. Mr. DeVocht is one of a handful of experts in Dr. Steven Spewak's Enterprise Architecture Planning methodology that formed the initial basis for Federal Architecture planning. He developed the accompanying toolset and Program Management methodology to create EAP++.

PROFESSIONAL EXPERIENCE:

- 2003 For the Warfighting Integration Office, at the Air Force, Mr. DeVocht leads a team that is guiding the Air Force through one of the largest modernization efforts in its history. Provide thought leadership in matters of doctrine, policy and long-term visioning. His team is responsible for structuring and essentially manning the secretariat for the modernization's governing body. Develop the long-term strategic plan; develop the process engineering long-term plans. Oversee the enterprise-wide process engineering coordination. Develop an overarching Portfolio Management Process, manage large portfolio of business and combat support system initiatives; integrate ERP based process engineering with Lean based process engineering and plan the fielding of modernization pilots across the Air Force. Provide expertise in Enterprise Resource Planning (ERP) implementations.
- 2001 Chief Executive Officer of V-ha.com, a re-intermediation startup company in the area of life and health insurance. Developed the technical concept for a B to C and B to B integrated suite of applications providing a fully Internet-enabled life and health insurance brokerage solution. Development of the business processes and the management structure for the corporation. Capital raising and preparation to take the company public. Development of strategic alliances.
- 98/00 The Headquarters Air Force (HAF). Developed HAF Strategic Information Management Plan with a team of subject matter experts from across headquarters organization. The project provided a roadmap to an integrated information environment in which Program Managers and Action Officers can operate more effectively in support of Air Force decision making; The approach optimized benefits across the headquarters, and contained discrete projects in sufficient detail to scope each in terms of cost, schedule, and performance. In



addition it proposed a management structure and delineation of responsibilities in enough detail to ensure successful execution.

Subsequently, conducted a project to institutionalize EAP as the HAF method to prepare long-term strategic-level information management recommendations for the HAF leadership.

Extended the EAP methodology to enable the HAF to comply with the Clinger-Cohen act, which requires business process redesign prior to investing in automation. Developed phases, tasks and deliverables for the methodology and the EAP Toolset enabling the identification, documentation, prioritization and scheduling of business process redesign projects, fully integrated with application development plans and technology deployment plans..

- 96/97 The US Department of Energy's (DOE) Energy Research (ER) Program. The objective of the project was to provide ER and its IS organization with a process to develop a single holistic Architecture, that would be acceptable to ER's 10 independent Program Offices, and a plan to implement them. Managing a team of 8 Program area experts, and 10 specialists from ER's IS Organization, including federal employees and contractors from Beltway firms as well as independent contractors. The architectures, the plans, which include an Application Implementation Plan and a detailed Technology Deployment Plan, were delivered successfully mid July 1997, on time and under budget.
- 95/96 For Federal Express' Domestic Ground Operations, developing an Enterprise Architecture Plan (EAP). Managing a team of 20 business and information systems employees. The objective of the project was to reduce operations cost through the deployment of technology. The EAP Team identified and scheduled over a 5 year period over 70 applications and their appropriate technology platforms. Total savings will be close to one billion dollars. The project established a single technology architecture not only for Ground Operations but also for International, Air Operations, Logistics Services and the Trucking Operations. Delivered plan and recommendations on time.
- 94/95 Enterprise Architecture Plan for Southeast Toyota, the world's largest Toyota distributorship. To support the enterprise's ambitious growth plans and diversification into other automobile related business lines, such as financing and car care insurance, management required a comprehensive overhaul of Information Systems plans and the planning process itself. Developed the project plan. Extended the planning methodology to include Business Re-engineering techniques and deliverables, and identified areas to redefine business practices prior to providing automation support. Managed a team of 10 business persons, five systems specialists and 4 consultants. Delivered plan and recommendations on time.
- 91 - 9/94 **Technical Manager at James Martin & Co.**
 Developed and applied new techniques for the information engineering methodology. Expanded the information engineering methodology with object orientation (O-O) and worked with a state-of-the-art product automating O-O



system development. Wrote and presented proposals resulting in new business. Taught seminars in Information Strategy Planning (ISP).

System Implementation

For a Health Maintenance Organization that expanded into a fee for service type of health care provision. Prior to this engagement HIP had developed a business model for the entire business down to the analysis level detail. HIP decided to outsource the design and construction. The development environment was ADW. The production environment was AS/400. Construction required real time interfacing with CICS/Cobol applications on a remote mainframe. Developed the proposal and won the contract. Developed Project plans. Staffed the project with JM&Co. employees and contractors. Successfully managed the project. The first release of the application was rolled out on time.

Business Re-engineering Implementation Plan

For the business re-engineering of Merrill Lynch's Corporate Credit organization in New York, facilitated, and negotiated the consensus on, the process definitions, managed the development of the application and technology specifications for the re-engineering of the corporation's Credit functions. As a condensed ISP, successfully created the project plans within the very tight time frame of two and a half months. When the plans were approved, managed the design and roll-out of Client/Server applications utilizing ADW, Sybase and Powerbuilder.

Information Strategy Plan

For Northeast Utilities, conducted an ISP for the Customer Service and Operations area. The company had independently developed information systems "islands" with redundant and conflicting data, and incompatible technologies. Planned and conducted the ISP. Identified and defined where the business would be improved. Facilitated the interviews, team and steering committee meetings, and QA reviews. Delivered the business model, architecture and the migration plan on time and under budget.

90-91

Regional Manager at Axis Systems International

Data Administration (DA) Infrastructure Study

Planned and conducted a Data Administration Infrastructure Study for Sandoz Pharmaceuticals, to re-focus and better automate the DA organization. Interviewed seven IS managers in joint facilitated sessions that defined DA as an enterprise in its own right. Revised DA's Charter Organization and defined an incremental approach to revamp the DA function incrementally. Provided management with a one year plan to build the new DA infrastructure.

Treasury Information Systems Plan

Planned and facilitated an accelerated three month Information Systems Planning effort for the Treasury department of Philip Morris. The objective was to fit a much needed upgrade of the Cash Management system into a Treasury wide integrated systems plan. Conducted Joint Enterprise Development Interview (JEDI) sessions with Treasury managers. Guided a staff of three through the analysis of the data and defined the Business Systems Architecture



for Treasury. Managed the compilation of the IS Plan and the supporting documentation.

89-90 **Senior Associate at Booz•Allen & Hamilton**

Corporate Information Systems Plan

Designed the Information Systems Plan for CT Corporation, a provider of para-legal services. Built the Enterprise global data model using Joint Enterprise Development Interview techniques (JEDI). Documented Data and Function model in ADW.

Business Development

Led a team of 8 consultants to create a new health insurance product for American Express. This was a new business requiring innovative techniques to define how the business would be conducted. Completed the business definition and the business systems requirements for the Claims Processing sub-function. Designed a prototype, intended to test the market and planned its construction.

87-89 **Principal Consultant at DSSP-K&IS Inc.**

Enterprise Modeling Facilitation

For Air and Water Technologies, an engineering company, facilitated enterprise modeling sessions to map business requirements of Sales and Marketing function to Commercial-of-the-Shelf software.

Business systems re-engineering

Conducted the Business Area Analysis for American Express. Used Information Engineering as the method, and IEF as the CASE tool. Developed the logical data model for the Consumer Prospecting function and incorporated it into the global model. This system is still in use at present.

Consulting services for Data Administration, 11/87-1/89

For the New York Life Insurance Co. Developed Information Analysis classes for the internal trainers of the data administration department. Wrote and conducted the first sessions. Enhanced and expanded in-house development methodologies. Re-engineered the Agent Licensing application, achieving a significant reduction in on-going maintenance and decreasing the amount of overnight mainframe processing.

86-87 **Principal Consultant at DCE Information Management Consultants**
82-86 **Consultant at Database Consultants Europe (DCE), Amsterdam, Netherlands**

Responsible for starting the NY office for Database Consultants Europe.

Education State University of Ghent, Belgium, B.S. in Mathematics

Training: Business Area Analysis, Business Systems Design, Business Systems Implementation, Database Logical and Physical Design, Client/Server, FastPROJECT, Information Strategy Planning, JAD Facilitation, Strategic Information Systems Planning, Powerbuilder, Object Management Workbench



Languages English, Dutch, French



William G. Teagarden, MS, CPIM

SUMMARY Innovative, analytical and results-oriented professional with over 25 years of comprehensive experience in operations and information systems management. Outstanding record of success in applying information systems technology to support operational and strategic goals. Proven skills in business process re-engineering, including the development and implementation of process and productivity improvements. Exceptional team leader, problem solver and communicator who can work effectively with management and technical staff.

1995-present **American Consulting and Management Services, Inc. (ACAMS, Inc.)**
Vice President for consulting company that generates annual sales of \$350,000. Firm targets manufacturing companies and provides direction in start-up, turnaround and expansion operations. Manages an annual budget of \$300,000 and 5 associates in 2 locations.

Recent assignments

V-ha.com, Jupiter, FL.

Managed the website development and implementation projects for the online supplemental insurance sales company. Led the team of eight professionals through the design of the underlying business model, layout of SQL Server databases, development of the supporting software, and the testing and validation of the site. Provided team selection and administration services. Interfaced subcontractor efforts into the project. Coordinated company, underwriter and business logic requirements to achieve an effective on-line sales tool.

Headquarters, United States Air Force, Arlington, VA.

Provided business process reengineering support to the final stages of the second phase of the EAP activity. Led the HAF Toolset Management Team, which provided significant enhancements to the toolset in support of the continuing and evolving efforts at the headquarters. Provided analysis capabilities for the evaluation of common areas of capabilities among projects as well as inter-project relationships. Provided capabilities for the establishment of hierarchies in the projects area and for evaluating hierarchies in the application and process areas. Provided entity evaluation capabilities for the GRID efforts.

Department of Energy, Argonne Labs, Chicago, IL.

Facilitated subject matter expert meetings on the identification, evaluation and selection of potential business process reengineering projects in support of the overall planning effort. Supported sub group activities in the preparation of underlying principles, success factors, acceptance criteria, objectives, deliverables, business modeling, interview candidates selection and techniques. Assisted in the training of SME's in the underlying principles and techniques used in EAP. Provided Toolset support for enhancements in the area of Value Stream evaluation.



- 1990-1994 **Teagarden Business Enterprises, Inc. (TBE, Inc.)**
Owner of consulting and contracting company that supported manufacturing companies, primarily in operational control and information systems management.
- 1987-1990 **Jensen Corporation**

Director of Materials for \$20 million manufacturer of large-scale machinery. Company employed 200 personnel in 2 locations. Directed all materials management functions.
- Education **M.S.**, Industrial & Management Engineering (Operations Research), University of Iowa
B.A., Mathematics (Statistics/Computer Science), University of Iowa
- Other **CPIM**, American Production and Inventory Control Society (APICS)
CDP, Institute for the Certification of Computer Professionals (ICCP)



Contacts

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<i>Company</i>	<i>Contact</i>	<i>Phone Number</i>
Department of Energy	Richard Yockman	301-903-3394
HQ Air Force	Terry Balven	703-601-1138
Southeast Toyota	Darryl Head	954-429-2052
FedEx	Chris Demos	901-263-5215
Hewlett Packard	Carl Broussard	916-785-1393
JM&A	AJ Cambareri	954-429-2092
ING North America	Dan Patsy	770-980-3346
Aera	Bob Polermo	661-665-5435
Airforce Air Mobility Command	Ed Kera	618-632-2456 (Mitre) (Scott Air Force Base) 618-256-6734
North East Utilities	George Millert	860-665-5000 x3342
Arvida	George Yeonas	703-442-4545



AWARD PRICE LIST

BASE YEAR 6 BEGINNING NOVEMBER 14, 2005		
Labor Category	Hourly Rate	Daily Rate
Partner Consultant	\$433.64	\$3,469.13
Principal Consultant	\$213.36	\$1,706.81
Senior Consultant	\$187.98	\$1,503.84
Consultant	\$166.52	\$1,332.14
Junior Consultant	\$122.89	\$983.11
Web Communications Specialist	\$96.32	\$770.52
Administrative Assistant	\$38.69	\$309.53

BASE YEAR 7 BEGINNING NOVEMBER 14, 2006		
Labor Category	Hourly Rate	Daily Rate
Partner Consultant	\$446.65	\$3,573.20
Principal Consultant	\$219.75	\$1,758.01
Senior Consultant	\$193.62	\$1,548.96
Consultant	\$171.51	\$1,372.11
Junior Consultant	\$126.57	\$1,012.60
Web Communications Specialist	\$99.20	\$793.63
Administrative Assistant	\$39.85	\$318.82



BASE YEAR 8 BEGINNING NOVEMBER 14, 2007		
Labor Category	Hourly Rate	Daily Rate
Partner Consultant	\$460.05	\$3,680.40
Principal Consultant	\$226.34	\$1,810.75
Senior Consultant	\$198.83	\$1,595.43
Consultant	\$176.66	\$1,413.27
Junior Consultant	\$130.37	\$1,042.98
Web Communications Specialist	\$102.18	\$817.44
Administrative Assistant	\$41.05	\$328.39

BASE YEAR 9 BEGINNING NOVEMBER 14, 2008		
Labor Category	Hourly Rate	Daily Rate
Partner Consultant	\$473.85	\$3,790.81
Principal Consultant	\$233.14	\$1,865.08
Senior Consultant	\$205.42	\$1,643.29
Consultant	\$181.95	\$1,455.67
Junior Consultant	\$134.28	\$1,074.27
Web Communications Specialist	\$105.25	\$841.96
Administrative Assistant	\$42.28	\$338.24

BASE YEAR 10 BEGINNING NOVEMBER 14, 2009		
Labor Category	Hourly Rate	Daily Rate
Partner Consultant	\$488.07	\$3,904.53
Principal Consultant	\$240.13	\$1,921.04
Senior Consultant	\$211.57	\$1,692.59
Consultant	\$187.42	\$1,499.34
Junior Consultant	\$138.31	\$1,106.50
Web Communications Specialist	\$108.40	\$867.23
Administrative Assistant	\$43.55	\$348.39



LABOR CATEGORY DESCRIPTIONS



Partner Consultant

Essential Duties and Responsibilities:

- EAP Methodology Guidance and Direction
- Adaptations of EAP Techniques and Procedures for "Making IT All Fit Together"
- Periodic Course Corrections
- Quality Assurance Criteria
- Prepares and Delivers Executive Overviews of EAP and Implication of Results
- Develops (Political) Strategies to Obtain Acceptance of the Results
- Training for the Team (Courses and Workshops)
- Conducts Project Status Reviews with Chief Architect, Champion and Executive Sponsor
- Reviewing project deliverables for quality
- Evaluating the rate of project progress against the workplan
- Suggesting solutions to the myriad of problems and issues that arise
- Presenting a status briefing to the champion and executive sponsor together with our findings and recommendations

Education and Experience Requirements:

A Masters degree, professional training, at least 12 years of experience in the field, or equivalent experience in areas appropriate for the work undertaken, including, but not restricted to, the following discipline areas:

• Computer Science	• Information Systems
• Decision Sciences	• Architecture
• Planning Design	• Engineering
• Operations Research	• Math
• Physics	• Political Science
• International Relations	• Liberal Srts
• Business or Management	• Economics or Other Social Sciences

Must be an expert at EAP with numerous and have varied EAP project methodological direction experiences. Must have executive level communication skills, the ability to determine the implications of accepting the architecture and planning decisions, and have extensive experience in providing training, education, and in the development of training materials. Project management and planning expertise for EAP is required.



Principal Consultant

Essential Duties and Responsibilities:

Is responsible for overall technical, business, and financial management of programs and projects. Oversees program budgets, schedules, and performance. Has primary responsibility for program health. Responsible for ensuring corporate resources are available and are effectively used to meet client goals and requirements. Develops technical approaches for complex problems and provides expertise at the highest Government and corporate levels.

- Facilitates Team Meetings Driving the Achievement of Daily Objectives
- Is a recognized expert, who acts as an advisor across organizational lines
- Ensures the Effectiveness of Daily Team Management (resource deployment, tasks, effort)
- Stimulates and motivates the team to work at level of effectiveness and efficiency beyond expectations
- Recognizes when a team member is not contributing at their full potential and provides individual counseling to improve the ability of that team member
- When there is no team meeting, provides individual guidance to team members working on their assigned activities
- Obtains Team Agreement on the Intermediate Products of Each Step and Task, and Obtains the Commitment of the Team for Timely Delivery
- Provides expertise for the overall improvement of the company's products, services, and/or internal operations in a specified discipline or organization
- Ensures sufficient personnel with the requisite skills and that commitments are executed on time, within budget, and to the highest standards to meet contractual commitments
- Develops and trains supervisors within assigned Division and reviews and appraises their performance

Education and Experience Requirements:

A Masters degree, professional training, at least 10 years of experience in the field, or equivalent experience in areas appropriate for the work undertaken, including, but not restricted to, the following discipline areas:

• Computer Science	• Information Systems
• Decision Sciences	• Architecture
• Planning Design	• Engineering
• Operations Research	• Math
• Physics	• Political Science
• International Relations	• Liberal Arts
• Business or Management	• Economics or Other Social Sciences

Must have group facilitation and project management experience, interpersonal conflict resolution skills, a sense of urgency, and the ability to motivate the team, and EAP knowledge and experience. Must have leadership skills. Experience in interacting with, communicating with, and advising at the highest Government and corporate levels.



Experience acting as lead, manager, and administrator for contract efforts. Experience serving as primary interface and point of contact with client program authorities and representatives on technical and program issues. Experience supervising program and project operations by developing procedures, planning and directing execution of all aspects of the effort, and monitoring and reporting progress.

Senior Consultant

Essential Duties and Responsibilities:

• Gathers and organizes information on problem or procedures including present operating procedures
• Analyzes data, develops information, and assesses available solutions or alternate methods of proceeding
• Coordinates with clients and trains users to ensure smooth implementation and functional performance of new systems, procedures, or organizations
• Organizes and directs work, coordinates efforts with other functions, and directs personnel to achieve objectives
• Develops and maintains functional and operating documentation
• Plans study of work problems and procedures
• Oversees and manages projects and programs
• Develops and implements operational tests and assessments
• Acts as an advisor across organizational lines
• Preparation of Presentation/Reference Group Materials
• Provides expertise for the overall improvement of the company's products, services and/or operations
• Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures, or organizational changes
• Produces the Product
• Detailed Content Quality Assurance
• Addresses complaints and resolves problems

Education and Experience Requirements:

A Bachelors degree, professional training, at least 10 years of experience in the field, or equivalent experience in areas appropriate for the work undertaken, including, but not restricted to, the following discipline areas:

• Computer Science	• Information Systems
• Decision Sciences	• Architecture
• Planning Design	• Engineering
• Operations Research	• Math
• Physics	• Political Science
• International Relations	• Liberal Arts
• Business or Management	• Economics or Other Social Sciences



Experience in conducting analyses of systems, operations, and management problems. Requires knowledge of techniques and tools of analysis, e.g. modeling and simulation, operations research techniques, functional decomposition, surveys, business process re-engineering, policy analysis etc. Experience in conceptualizing and developing solutions; formulating problem statements conducive to application of analytical methods; and development of analysis methods, such as requirements analyses, system and sub-system definition, program and process analyses, evaluations, cost-benefit analyses, planning, etc.

Must have thorough knowledge of EAP methodology. Experience of producing the EAP products (written and Toolset-generated reports). Ability to translate an understanding learned from core team discussions into the EAP content and expression. Expert communication skills, sharp listening and comprehension skills. Highly organized, with initiative and assertiveness to obtain what is needed to deliver the products on time. Knowledge and experience with project management, especially for project planning (sizing, estimating, and resource allocation/balancing)

Consultant

Essential Duties and Responsibilities:

- Gathers and organizes information on problem or procedures including present operating procedures
- Analyzes data, develops information, and assesses available solutions or alternate methods of proceeding
- Coordinates with clients and trains users to ensure smooth implementation and functional performance of new systems, procedures, or organizations
- Develops and implements operational tests and assessments
- Develops and maintains functional and operating documentation
- Plans study of work problems and procedures
- Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures, or organizational changes

Education and experience Requirements:

A Bachelors degree, professional training, at least 5 years of experience in the field, or equivalent experience in areas appropriate for the work undertaken, including, but not restricted to, the following discipline areas:

• Computer Science	• Information Systems
• Decision Sciences	• Architecture
• Planning Design	• Engineering
• Operations Research	• Math
• Physics	• Political Science
• International Relations	• Liberal Arts
• Business or Management	• Economics or Other Social Sciences



Junior Consultant

Essential Duties and Responsibilities:

- Gathers and organizes information on problem or procedures including present operating procedures
- Analyzes data, develops information, and assesses available solutions or alternate methods of proceeding
- Coordinates with clients and trains users to ensure smooth implementation and functional performance of new systems, procedures, or organizations
- Develops and implements operational tests and assessments
- Develops and maintains functional and operating documentation
- Coordinates the planning and development of web pages
- Inputs data and implements changes to the Toolset

Education and Experience Requirements:

A Bachelors degree, professional training, or equivalent experience in areas appropriate for the work undertaken, including, but not restricted to, the following discipline areas:

• Computer Science	• Information Systems
• Decision Sciences	• Architecture
• Planning Design	• Engineering
• Operations Research	• Math
• Physics	• Political Science
• International Relations	• Liberal Arts
• Business or Management	• Economics or Other Social Sciences
• Web based software	

Experience in conducting analyses of systems, operations, and management problems. Requires knowledge of techniques and tools of analysis, e.g. modeling and simulation, operations research techniques, functional decomposition, surveys, business process re-engineering, policy analysis etc.



Web Communications Specialist

Essential Duties and Responsibilities:

- Decides and develops the layout and organization of web-based communication vehicles such as web pages
- Uses computer hardware and software to prepare, revise, print, and store text, illustrations, graphs, charts, etc.
- Designs and develops complex graphics and illustrations for use in technical materials, manuals and publications
- To illustrate work products, develops graphical renderings of textual and numerical information. Develops suitable printing character fonts, styles and media to communicate
- Evaluates usability and user friendliness of browser-based software
- Manages a team of web-coders and database designers to organize the information to be published or communicated
- Coordinates with Management of publication and production schedules

Education and Experience Requirements:

At least 10 year experience in the Graphical Arts and Communications profession. Responsibilities and experience include included graphic design, electronic media and desktop publishing, the design of logos, brochures, direct mail promotions, national magazine ads, business presentations, and web sites. Experience in creating marketing campaigns and responsibility for managing and overseeing productions from concept to finished product. Excellent creative, managerial and communications experience are required. Computer Graphics and Desktop Publishing experience including, but not limited to, the following applications: Adobe Photoshop, Adobe GoLive, Adobe Acrobat, Macromedia Flash, Macromedia Director, Macromedia Freehand, Macromedia DreamWeaver, Misc. FTP programs, Netscape Communicator, and Microsoft Explorer.



Administrative Assistant

Essential Duties and Responsibilities:

- Provides secretarial support. Including dictation, letter writing and editing, manages correspondence
- Provides administrative support including bookkeeping, filing, accounts payable, accounts receivable, invoicing, billing, etc
- Assists in the production of Planning and Business re-engineering deliverables for EAI's Clients
- Answering phones, scheduling, making travel arrangements
- Generic Office responsibilities such as: answering phones, scheduling, making travel arrangements
- Assisting with special projects and presentations, interacting with all levels of management and general clerical duties
- Acquisition of new office hardware and software, maintain the office budget
- Update/maintain the office e-mail system and IS information and administer the organization's network

Education and Experience Requirements:

Associates degree or equivalent experience of a minimum of 12 years. Expediency in typing, excellent oral and written communications skills. Has ability to work in a fast paced environment coupled with excellent organizational skills. Team player, who also has the ability to work independently and excellent computer skills (experience with MS Office: MS Word, Excel & Access). Strong administrative, organizational, and interpersonal skills.