



**U.S. GENERAL SERVICES ADMINISTRATION**

Federal Supply Service

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**Mission Oriented Business Integrated Services (MOBIS)**

FSC Group 874

Special Item Numbers (SINs) 874-1, 874-4, 874-6, 874-7

**Contract Number: GS-10F-0124V**

**Contract Period: 30 March 2009 through 29 March 2014**

For more information on ordering from Federal Supply Schedules, click on the FSS Schedules button at <http://fss.gsa.gov>.

**For more information, please contact:**

Peter Banfield (Program Manager): (202) 400-3475, [peter.banfield@jlha.com](mailto:peter.banfield@jlha.com)

Erik Palm (Contracts Administrator): (202) 609-8441, [erik.palm@jlha.com](mailto:erik.palm@jlha.com)

**Herren Associates, Inc.**

5788 Westchester Street

Alexandria, VA 22310-1145

Email: [info@jlha.com](mailto:info@jlha.com)

Website: [www.jlha.com](http://www.jlha.com)

Phone: (202) 609-8441

Fax: (202) 609-7294

**Business Size:** Small

**Prices Shown Herein are Net (discount deducted)**

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## **1.0 COMPANY OVERVIEW**

Founded in 1989, Herren Associates is a leading engineering and management consulting firm, committed to partnering with its clients to deliver measurable, sustainable results. With its depth and breadth of cost estimation, systems acquisition, engineering experience, and effective implementation of lean six sigma principles in the public sector, Herren Associates offers unparalleled insight and understanding of requirements within the U.S. Federal Government. Adherence to disciplined engineering principles and program management fundamentals translates into quantifiable cost savings and increased efficiency for its public sector partners.

### **1.1 Market Focus**

#### **Enterprise Solutions**

As technology allows for more automation, businesses and institutions find benefits in integrating turn-key business practices into one management information system, focusing on the efficiency of an organization's production, distribution, and financial processing. Herren Associates has experience in leading cost engineering activities and analyses through phases and milestones of the acquisition process has resulted in quantifiable savings for ACAT I Level Major Automated Information Systems (MAIS), including service-wide Enterprise Resource Planning (ERP) implementation.

#### **Combat System Integration**

As the combination of emerging threats and capabilities increases, Department of Defense (DoD) requires more sophisticated and technologically advanced combat systems that utilize commercial, open system architecture computer resources. Herren Associates' team depth and breadth plays a large role in integrating systems engineering principles into the acquisition process for successful development and implementation to meet the time-sensitive requirements for military forces.

#### **Weapon System Modernization**

In an environment of rapid technology evolution driven by the accelerated adoption of commercial capabilities, the need for modernization program planning and combat system integration continues to grow. Herren Associates delivers cradle-to-grave system management and planning solutions - from requirements definition, to development, to acquisition, to fielding and optimization of lifecycle support. Only a holistic, cross-organizational, and ongoing analytical modernization approach will bring success to the nation's transformation initiatives.

### **1.2 Core Capabilities**

#### **Lean Six Sigma Deployment**

Herren Associates recognizes the value of industrial engineering in the successful delivery of lean six sigma consulting services. All employees are trained in the strategy, statistical tools, and techniques of Lean Six Sigma. Our highly skilled staff is drawn from a variety of engineering, science, and quantitative disciplines, including two-thirds from the field of industrial engineering. Herren Associates combines broad industrial engineering capabilities with comprehensive process improvement experience to deliver value to our clients. Over half of our



staff have participated in or led lean six sigma process improvement events for our clients. Herren Associates is a corporate member of the American Society for Quality™ and Lean Enterprise Institute.

### **Cost Engineering & Estimation**

Whether implementing enterprise solutions for automated information systems, integrating complex combat system elements, or modernizing critical weapon system capabilities, all initiatives must answer to a bottom line. Herren Associates exceeds basic cost estimating and acquisition support requirements to provide a comprehensive engineering and financial perspective. Herren Associates leverages our cost engineering and estimating experience to ensure project affordability through all acquisition life-cycle phases. Our team assesses a system's economic impact and financial implications, including budgeting, projected cost savings, and resource allocation. We aid future planning through forecasting and provide technical and economic analyses that are crucial to government and defense projects.

### **Strategic Planning & Acquisition**

Herren Associates is engaged at all levels of the acquisition process, from executive-level strategic planning, budgeting, and management of fleet requirements to tactical acquisition management and execution. Our experience consulting key acquisition management personnel in the Defense industry has given us unique capabilities and a process for developing business cases and driving scenario analyses for optimizing fleet modernization in a constrained financial environment. With over twenty years experience executing acquisitions for key Defense programs, Herren Associates consultants have a keen understanding of acquisition processes and protocol that helps ensure the future success of both small and large DoD Program Offices.

### **Program & Technical Management**

With the right combination of technical and program management skills, Herren Associates brings exceptional capability to clients. Herren Associates is defined first and foremost by our process engineering acumen, evidenced by the high percentage of industrial, process, and other engineering backgrounds found throughout the organization. Our well documented history of using process engineering methodologies and a general iterative analytical approach to program management also identifies Herren Associates as a superior DoD contractor. On the technical side, we focus on securing common design, program development and deployment activities, managing program baselines, identifying and managing scope change impacts, and developing and executing integrated plans for the migration of legacy products to Commercial-Off-The-Shelf (COTS) technology across modernization programs.



### **Systems Engineering & Integration**

Herren Associates engages key Defense and Federal leadership in systems engineering roles at the strategic and tactical level. We have experience in planning, development, and integration of core Command, Control, Communications, Computers, Intelligence, Surveillance, and Recognizance (C4ISR) systems, with particular emphasis on insertion of commercial technology, including open architecture initiatives. Our consultants provide recommendations to utilize new initiatives, technologies, and best practices for incorporating new engineering developments into combat and weapon systems, mitigating the impact of high-technology rollover rates in development and acquisition cycles. At the tactical level, Herren Associates focuses on helping clients define program objectives that have particular emphasis on engineering and validation of equipment necessary to ensure combat system fleet readiness via modernization and technology upgrades. Our turn-key approach allows our customers to integrate strong system engineering principles throughout the acquisition, program management, and planning processes.



## 2.0 CUSTOMER INFORMATION

### 1a. Awarded Special Item Numbers:

**SIN 874-1, 874-4, 874-6, 874-7**

Strategic Planning for Technology Programs/Activities (ME)

See Appendix C for Professional Engineering Disciplines (PEDs) Matrix

**1b. Labor Rates:** Please see Appendix A for Labor Rates for Contractor Site only.

**1c. Labor Category Descriptions:** Please see Appendix B.

**2. Maximum Order Threshold:** The maximum order threshold value per order for all Professional Engineering Services will be \$1,000,000.

**3. Minimum Order:** The minimum dollar value per order for all Mission Oriented Business Integrated Services is \$100.

**4. Geographic Coverage (Delivery Area):** Domestic only.

**5. Point of Production:** 1220 12<sup>th</sup> Street, SE, Suite 310, Washington, DC, 20003 and all other Herren Associates satellite offices nationally.

**6. Discount from List Prices:** All prices listed are Government net prices (discounts already deducted).

**7. Quantity Discounts:** None offered.

**8. Prompt Payment Terms:** Prompt payment term is 1/2% 20 days.

**9a. Acceptance of Government Credit Cards:** Government credit cards will be accepted for orders at or below the micro-purchase threshold.

**9b. Acceptance of Government Credit Cards:** Government credit cards will be not accepted for orders above the micro-purchase threshold.

**10. Foreign Items:** Not Applicable.

**11a. Time of Delivery:** Specified in each task order.

**11b. Expedited Delivery:** Contact Contractor. Items available for expedited delivery are noted in the price list found in Appendix A.

**11c. Overnight and 2-Day Delivery:** Contact Contractor. Specified in each task order.

**11d. Urgent Requirements:** Contact Contractor.

**12. F.O.B. Points(s):** Destination.

### 13a. Ordering Address:

Herren Associates, Inc.

Attention: Erik Palm\*

5788 Westchester Street

Alexandria, VA 22310-1145

Phone: (202) 609-8441

Fax: (202) 609-7294

info@jlha.com

\* Please mail to the attention of the Contract Administrator identified in the task order proposal.

**13b. Ordering Procedures:** The ordering procedures for supplies and services, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.



**14. Payment address** via check and U.S. mail is as follows:

Herren Associates, Inc.
c/o Erik Palm
PO Box 15182
Arlington, VA 22215

**15. Warranty Provision:** Not applicable.

**16. Export Packing Charges:** Will be determined on a task order basis.

**17. Terms and Conditions of Government Purchase Card Acceptance:** Government Commercial Credit Cards will be not acceptable for payments.

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

**19. Terms and Conditions of Installation:** Not applicable.

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

**20a. Terms and Conditions for Any Other Services:** Not applicable.

**21. List of Service and Distribution Points:** Not applicable.

**22. List of Participating Dealers:** Not applicable.

**23. Preventive Maintenance:** Not applicable.

**24a. Special Attributes:** Not applicable.

**24b. Section 508:** Not applicable.

**25. Data Universal Numbering System (DUNS) Number:** 80-7946355

**26. Central Contractor Registration (CCR) Database:** Herren Associates is registered in the Central Contractor Registration (CCR) Database.

**27. The Service Contract Act:** The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS 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 CRF 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the Contractor adds SCA labor categories / employees to the contract through the modification process, the Contractor must 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.

**Contractor will accept Labor Hour (LH) and Firm Fixed Price (FFP)**

**Government Awarded Prices (Net Prices)**



### **3.0 AWARDED SIN NUMBERS AND LABOR CATEGORIES**

#### **SIN 874-1, 874-4, 874-6, 874-7:**

Herren Associates provides professional management consulting services. Labor categories include: Managing Director/Principal, Senior Manager, Manager, Management Consultant III, Management Consultant II, Management Consultant I, Project Executive, Program Manager, Project Manager, Task Manager, Management Analyst (Senior), Management Analyst (Mid), Management Analyst (Junior), Senior Functional Area Analyst, General Management Professional (Senior), General Management Professional (Mid), General Management Professional (Junior), Subject Matter Expert, Financial Manager (Senior), Financial Manager (Mid), Financial Manager (Junior), Project Control Planner (Senior), Project Control Specialist, Facilitator, Lean Six Sigma Consultant II, Lean Six Sigma Consultant I, Lean Six Sigma Green Belt I/II, Lean Six Sigma Black Belt I/II, Lean Six Sigma Master Black Belt I/II, Business Process Engineer (Principal), Business Process Engineer (Senior), Business Process Engineer (Mid), Business Process Engineer (Junior), Business Process Re-Engineering Specialist (Senior), Business Process Re-Engineering Specialist (Mid), Business Process Re-Engineering Specialist (Junior), Administrative Assistant (Senior), Administrative Assistant (Mid), Administrative Assistant (Junior), Research Analyst, Facility Professional/Facility Security Officer

## 4.0 APPENDIX A: CONTRACTOR SITE LABOR RATES

Labor Categories	Hourly Prices	Labor Categories	Hourly Prices
Managing Director/Principal	\$201.56	Project Control Specialist	\$76.80
Senior Manager	\$155.94	Facilitator	\$179.91
Manager	\$129.59	Lean Six Sigma Consultant I	\$114.54
Management Consultant I	\$71.49	Lean Six Sigma Consultant II	\$118.55
Management Consultant II	\$91.31	Lean Six Sigma Green Belt I	\$93.57
Management Consultant III	\$111.90	Lean Six Sigma Green Belt II	\$98.53
Project Executive	\$256.38	Lean Six Sigma Black Belt I	\$107.75
Program Manager	\$178.14	Lean Six Sigma Black Belt II	\$117.97
Project Manager	\$150.30	Lean Six Sigma Master Black Belt I	\$170.39
Task Manager	\$128.04	Lean Six Sigma Master Black Belt II	\$184.14
Management Analyst Junior	\$78.16	Business Process Engineer Principal	\$204.39
Management Analyst Mid	\$107.31	Business Process Engineer Sr	\$143.08
Management Analyst Senior	\$135.13	Business Process Engineer Mid	\$100.23
Sr Functional Area Analyst Sr.	\$143.83	Business Process Engineer Jr	\$74.18
General Management Professional Jr	\$78.87	Business Process Re-Engineering Spec Sr	\$101.72
General Management Professional Mid	\$103.83	Business Process Re-Engineering Spec Mid	\$84.22
General Management Professional Sr	\$154.58	Business Process Re-Engineering Spec Jr	\$65.77
Subject Matter Expert	\$241.17	Administrative Assistant Jr	\$47.43
Financial Manager Jr	\$91.70	Administrative Assistant Mid	\$61.23
Financial Manager Mid	\$122.69	Administrative Assistant Sr	\$72.36
Financial Manager Sr	\$172.57	Research Analyst	\$78.64
Project Control Planner Sr	\$178.14	Security Professional/Facility Security Officer	\$83.56

*\*\*All prices include an Industrial Funding Fee (IFF) of .75%\*\**

Pricing is valid from 30 March 2013 through 29 March 2014 and will be updated on annual basis, escalating hourly prices per the Bureau of Labor Statistics, Employment Cost Index for Total Compensation for Professional, Scientific, and Technical Services, Table 5.



## 5.0 APPENDIX B: LABOR CATEGORY DESCRIPTIONS

### 5.1 Services Proposed

#### MANAGING DIRECTOR/PRINCIPAL

Demonstrates superior oral and writing skills, outstanding analytical and critical thinking skills, as well as excellent technical problem-solving skills. Develops relationships with customers and all consultants on the project. Provides direct interface with the highest level of the customer. Engages the customer from the proposal stage to the delivery stage and quality assessment. Serves as subject-matter experts, leading contributions on specific processes, functional specialties, or industries.

**Experience & Education:** Minimum of 15 years experience and Bachelors Degree

#### SENIOR MANAGER

Demonstrates ability to lead and manage consulting engagements. Proven ability to deliver measurable value to specific problems. Extensive experience as senior manager with a consulting staff on complex service projects. In-depth understanding of, and experience with, major phases of a project coupled with sound technical and business judgment. Demonstrates superior oral and writing, outstanding analytical and critical thinking skills, and problem-solving ability. Establishes solid working relationships with the customer's leadership and management. Serves as project leader on complex consulting assignments. Manages customer-relationships and is responsible for engagement success.

**Experience & Education:** Minimum of 10 years experience and Bachelors Degree

#### MANAGER

Possesses a deep knowledge of all major phases of a management consulting project, achieved through several engagements. Demonstrates superior oral and writing skills, outstanding analytic, critical thinking, and problem solving skills. Sets priorities to meet the needs of customers and formulate scope and objectives. Plans, directs, and monitors the work of team members. Devises or modifies procedures to solve complex problems. Applies knowledge of the entire customer organization to recommend and coordinate the development and enhancement of processes. Presents results of analyses and studies to the customer's senior management. Ensures all deliverables are provided to the customer in a timely manner.

**Experience & Education:** Minimum of 7 years experience and Bachelors Degree

#### MANAGEMENT CONSULTANT III

Possesses functional expertise such as program management, facilitation, or acquisition management. Demonstrates superior critical thinking skills as well as outstanding analytic and problem-solving skills. Documents customer specifications and interacts with customer staff. Plans and leads components of customer consulting projects. Anticipates, researches, identifies, and develops solutions to customer problems. Acts as a liaison between customer's and Herren Associates' staff to identify processes, system, and product requirements. Identifies potential issues in the project and brings them to the attention of team management to resolve quickly and efficiently.

**Experience & Education:** Minimum of 4 years experience and Bachelors Degree



## MANAGEMENT CONSULTANT II

Demonstrates superior oral and writing skills, outstanding analytic, critical thinking, and problem-solving skills. Gathers and analyzes data to identify improvements. Plans and supports components of customer projects. Anticipates, researches, identifies, and develops solutions to customer problems. Acts as a liaison between customer's and Herren Associates' staff to identify processes, system, and product requirements. Identifies potential issues in the project and brings them to the attention of team management to resolve quickly and efficiently.

**Experience & Education:** Minimum of 2 years experience and Bachelors Degree

## MANAGEMENT CONSULTANT I

Demonstrates superior oral and writing skills, outstanding analytic, and problem-solving skills. Functional Responsibilities: Manages significant pieces of analyses and deliverables. Applies quantitative techniques and critical thinking skills to address complex problem-solving and recommend solutions. Measures, analyzes, and improves to eliminate non-value-added activities through process improvement.

**Experience & Education:** Minimum of 0-2 years experience and Bachelors Degree

## PROJECT EXECUTIVE

Senior executive who provides oversight for multiple client engagements by managing several multi-faceted programs and creating overarching vision. Is responsible for overseeing an integrated management structure, which evaluates overall performance. Meets with government program manager to discuss performance, initiatives, and priorities.

**Experience & Education:** Approximately 20 years of experience and Bachelors Degree

## PROGRAM MANAGER

**Description:** Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations. The Program Manager maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge. The Program Manager is responsible for managing multiple contract operations, ensure quality standards and work performance on all task orders and projects, plans, organizes and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc.

**Experience & Education:** Minimum of 8 years experience and Bachelors Degree

## PROJECT MANAGER

**Description:** Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Demonstrates skills in the scope of work encompassed by the task order; provides technical guidance to the project team in performance of the work, and reviews the quality of all work products. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client interface at the COTR levels of the client organization. Assists the Program Manager as required in managing contract performance.

**Experience & Education:** Minimum of 7 years experience and Bachelors Degree



## **TASK MANAGER**

**Description:** Experienced in task management, responsible for ensuring successful task completion within the scheduled timeframe consistent with the established scope of work to include both the technical and financial solutions. Organizes, directs, and coordinates the planning and production of all activities associated with assigned tasks. Interfaces with Government management personnel, contract managers, and customer agency representatives. Responsible for formulating and enforcing work standards, assigning Contractor schedules, reviewing work quality, communicating policies, purposes, and goals of the organization to subordinates.

**Experience & Education:** Minimum of 5 years experience and Bachelors Degree

## **MANAGEMENT ANALYST (SENIOR)**

**Description:** Demonstrated experience and ability to lead or supervise a team of specialists and other management staff to incorporate requirements into new or existing information management systems. Ability to assess and apply multiple organizational, and management improvement techniques in a government or commercial environment. Demonstrated ability to conduct and participate in formal and informal reviews at pre-determined points throughout the project life cycle. Demonstrated ability to analyze client needs to determine systems requirements as they apply to the client's management systems. Ability to review client requirements and participate in client problem-solving and in the recommendation process. Ability to identify best practices and apply enterprise-wide process re-engineering, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Ability to apply process improvement and re-engineering methodologies and principles. Ability to create and assess performance measurements. Ability to communicate effectively orally or in writing. Excellent interpersonal skills.

**Experience & Education:** Minimum of 5 years of experience and Bachelors Degree

## **MANAGEMENT ANALYST (MID)**

**Description:** Ability to assess and apply multiple organizational, and management improvement techniques in a government or commercial environment. Demonstrated ability to conduct and participate in formal and informal reviews at pre-determined points throughout the project life cycle. Demonstrated ability to analyze client needs to determine systems requirements as they apply to the client's management systems. Ability to review client requirements and participate in client problem-solving and in the recommendation process. Ability to identify best practices, effect re-engineering, change management, business management techniques, organizational development, activity. Ability to apply process improvement and re-engineering methodologies and principles. Ability to create and assess performance measurements. Ability to communicate effectively orally or in writing. Excellent interpersonal skills.

**Experience & Education:** Minimum of 3 years experience and Bachelors Degree

## **MANAGEMENT ANALYST (JUNIOR)**

**Description:** Assists with the assessment and application of multiple organizational, and management improvement techniques in a government or commercial environment. Demonstrated ability to assist with informal reviews at pre-determined points throughout the project life cycle. Ability to analyze client needs to determine systems requirements as they apply to the client's management systems. Ability to review client requirements and participate in client problem-solving and in the recommendation process. Ability to assist in the creation and assessment of performance measurements. Ability to communicate effectively orally or in writing.

**Experience & Education:** Minimum of 1 year of experience and Bachelors Degree

### **SENIOR FUNCTIONAL AREA ANALYST**

**Description:** Demonstrated experience and ability to supervise a team in the development and implementation of functional area process improvements, studies, policies and procedures in the functional areas Experience in research regarding service matters and combined doctrine, operations, liaison and coordination with other government agencies, industry, and academia. Assists in the conduct of conferences and working meetings. Assists participants to work effectively as a team. Guides and leads discussions. Assist in the development of functional programs and materials. Assists in the tracking and evaluation of on-going operations. Reviews forms and reports, and confers with management and users about format, distribution, and purpose, and to identify problems and improvements. Collects, maintains, and processes data. Assists in the preparation of reports and summaries for use by managers. Provides advice and insight about probable effects and alternative solutions to problems. Identifies sources of relevant information and data. Directs the activities of other analysts in the analysis of data and information. Plans and establishes record and data storage and retrieval systems. Evaluates data and information to monitor status of on-going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Designs experiments to support evaluation of management and technical activities.

**Experience & Education:** Minimum of 7 years experience and Bachelors Degree.

### **GENERAL MANAGEMENT PROFESSIONAL (SENIOR)**

**Description:** Incorporates innovative management, operational, and financial techniques that result in increased productivity and sustained organizational growth. Ability to find solutions to a myriad of business issues and problems. Excellent oral and written communicator with exceptional interpersonal skills. Experienced with office suite of computer software applications.

**Experience & Education:** Minimum of 6 years experience and Masters Degree preferred or 8 years and Bachelors Degree

### **GENERAL MANAGEMENT PROFESSIONAL (MID)**

**Description:** Ability to incorporate innovative management, operational, and financial techniques that result in increased productivity and sustained organizational growth. Ability to find solutions to a myriad of business issues and problems. Excellent oral and written communicator with exceptional interpersonal skills. Experienced with office suite of computer software applications.

**Experience & Education:** Minimum of 4 years experience and Bachelors Degree

### **GENERAL MANAGEMENT PROFESSIONAL (JUNIOR)**

**Description:** Assists with the incorporation of innovative management, operational, and financial techniques that result in increased productivity and sustained organizational growth. Ability with assisting in finding solutions to a myriad of business issues and problems. Excellent oral and written communicator with good interpersonal skills. Experienced with office suite of computer software applications.

**Experience & Education:** Minimum of 2 years experience and Bachelors Degree

### **SUBJECT MATTER EXPERT**

**Description:** Utilizes functional and/or subject matter area expertise gained through direct industry experience to assess the organizational, operational, and functional baseline for law enforcement, homeland defense, emergency preparedness, and security clients. Works with senior government officials and executives to provide industry vision and strategic direction with regard to their enterprise. May serve as an experts to assist agencies in determining and engage a wide range of stakeholders, including local, state, and federal agencies. Guides the determination of systems, mission engineering, and business process inadequacies and deficiencies that affect the functional area's ability to support/meet



organizational threats. Participates in strategy sessions, strategic assessments, and design reviews to validate enterprise approach and associated work products. Provides expert consulting and advisory expertise in the areas of organizational and vulnerability assessments, intelligence and threat analysis, and resolution of highly complex project and problems. Recognized for strong expertise and recognition in determining industry issues and trends.

**Experience & Education:** Minimum of 8 years of experience and Bachelors Degree

### **FINANCIAL MANAGER (SENIOR)**

**Description:** Demonstrated experience and ability to supervise or lead a team of financial management professionals. Demonstrated experience and ability to interpret and apply Federal financial regulations and accounting systems requirements. Serves as a leader ensuring that a group of financial management professionals are working in concert with automated complex business practices within the time frame specified by the customer and that all of the requirements are met. Can present material before outside authorities for the client and/or prepare Program Managers for briefings and presentations. Able to evaluate and recommend metrics such as activity/event based costing, and other financial management options. Demonstrated experience and ability to conduct complex business case analysis and detailed financial assessment of outsourcing requirements.

**Experience & Education:** Eight years of financial management experience, including at least 5 years of increasing responsibilities as a team leader and Bachelors Degree

### **FINANCIAL MANAGER (MID)**

**Description:** Demonstrated experience and ability to apply Federal financial guidelines and accounting rules and principles with minimal oversight. Demonstrated experience and ability to work with multi-year/no-year appropriations and differing appropriations (e.g., O&M and Procurement). Demonstrated experience and ability to assess products and procedures for compliance with government standards, accounting principles, and multi-tiered system application standards. Demonstrated experience and ability to grasp interrelationships between financial management requirements and automated solutions in place or contemplated. Prepares milestone documentation and presentations for senior managers and colleagues.

**Experience & Education:** Minimum of five years of financial management experience and Bachelors Degree

### **FINANCIAL MANAGER (JUNIOR)**

**Description:** Experience in Financial Management/Accounting in a Federal Government environment. Serves as a junior member of group of analysts who are working in concert to systematically integrate business, cost estimating and financial management processes to ensure the efficient stewardship of public funds. Possesses an understanding of the budget allocation, execution, and administration process. Has the ability to monitor and track obligation and expenditure of funds, detect, reconcile and remedy fiscal discrepancies, and provide cost effective, insightful reporting to decision makers. Under supervision, assesses products and procedures for compliance with government standards, accounting principles and multi-tiered system application standards. Assists in facilitation of interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems concurrently or later. May be familiar with activity based costing, business case analysis and outsourcing requirements.

**Experience & Education:** Up to five years of financial management experience and Bachelors Degree



### **PROJECT CONTROL PLANNER (SENIOR)**

**Description:** Demonstrated experience and ability to independently prepare and analyze financial statements, develop highly complex project schedules, recommend and utilize cost accounting and labor-reporting systems, and manage multiple contracts and subcontracts. Demonstrated experience and ability to use spreadsheets and complex project management tools and systems to track deliverables, financial transactions, and management information. Ability to manage financial and/or administrative aspects of assigned contracts and deliverables. Tracks and validates all client financial information, establishes and maintains master contract files, prepares and monitors status of all deliverables, tracks the value of contracts, and reports payment of government fees. Updates task reports with funding information and prepares projections for all active contract task orders.

**Experience & Education:** Minimum 8 years experience and Bachelors Degree

### **PROJECT CONTROL SPECIALIST**

**Description:** Demonstrated experience and ability to prepare and analyze financial statements, develop project schedules, utilize cost accounting and labor-reporting systems, and manage contracts and/or subcontracts with minimal oversight. Demonstrated experience and ability to use spreadsheets and project management tools to track deliverables, financial transactions, and management information. Manages financial and/or administrative aspects of assigned contracts and deliverables. Tracks and validates all client financial information, maintains master contract files, prepares and monitors status of all deliverables, tracks the value of contracts, and reports payment of government fees. Updates task reports with funding information and prepares revenue projections for all active contract task orders. Demonstrates writing and oral communication skills.

**Experience & Education:** Minimum of 5 years experience and Bachelors Degree.

### **FACILITATOR**

**Description:** Demonstrated experience and ability to provide structure and ensure progression of working groups and teams by maintaining focus and avoiding unnecessary digression. Ability to work closely with diverse group members to enhance team building, communication, interpersonal relations, problem solving, and decision-making. Provides support for task teams involved in quality and process improvement projects.

**Experience & Education:** Minimum of 8 years experience and Bachelors Degree.

### **LEAN SIX SIGMA CONSULTANT II**

Possesses functional expertise such as facilitation, coordination of multiple stakeholders, and deployment of LSS tools and principles. Demonstrates superior critical thinking and communication skills as well as outstanding analytic and problem-solving skills. Documents customer specifications and interacts with customer staff. Plans and leads components of customer LSS consulting projects. Anticipates, researches, identifies, and facilitates solutions to customer problems. Acts as a liaison between customer's and Herren Associates' staff to identify processes, system, and product requirements. Identifies potential issues in the project and brings them to the attention of team management to resolve quickly and efficiently.

**Experience & Education:** Minimum of 5 years experience and Bachelors Degree

### **LEAN SIX SIGMA CONSULTANT I**

Possesses functional expertise such as data analysis, development of process documentation, and deployment of LSS tools and principles. Demonstrates superior critical thinking and communication skills as well as outstanding analytic and problem-solving skills. Documents customer specifications and interacts with customer staff. Plans and supports components of customer LSS consulting projects. Anticipates, researches, identifies, and facilitates solutions to customer problems. Identifies potential issues in the project and brings them to the attention of team management to resolve quickly and efficiently.

**Experience & Education:** Minimum of 2 years experience and Bachelors Degree

### **LEAN SIX SIGMA GREEN BELT I/II**

**Description:** Green Belts are involved in and knowledgeable about day-to-day operations and operate under the guidance of Black Belts and support them in achieving the overall results. Lean Six Sigma as a problem-solving approach has traditionally been used in fields such as business, engineering, and production processes. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact.

**Experience & Education:**

Green Belt I: Up to 3 years of experience and Bachelors Degree

Green Belt II: Minimum of 3 years of experience and Bachelors Degree

### **LEAN SIX SIGMA BLACK BELT I/II**

**Description:** Black Belts operate under Master Black Belts to apply Six Sigma methodology to specific projects. They primarily focus on Six Sigma project execution, whereas Master Black Belts focus on identifying projects/functions for Lean Six Sigma. Lean Six Sigma as a problem-solving approach has traditionally been used in fields such as business, engineering, and production processes. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact. Delivers training, coaching, and mentoring to clients in continuous process improvement (CPI) solutions.

**Experience & Education:**

Black Belt I: Up to five years of experience and Bachelors Degree

Black Belt II: More than 5 years of experience and Bachelors Degree

### **LEAN SIX SIGMA MASTER BLACK BELT I/II**

**Description:** Acts as in-house expert coaches for the organization on Lean Six Sigma. They assist the organization's senior leadership/executives and guide Black Belts and Green Belts. Apart from the usual rigor of statistics, their time is spent on ensuring integrated deployment of Lean Six Sigma across various functions and departments. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact. Leads the development and delivery of training, coaching, and mentoring to clients in continuous process improvement (CPI) solutions. Designs, leads, and manages full cycle Lean Six Sigma deployments across organizations. Leads training certifications and leads the design and management of organizational certification programs. Develops approaches and leads execution of program portfolio management activities.

**Experience & Education:**

Master Black Belt I: Seven to ten years of experience and Bachelors Degree

Master Black Belt II: More than ten years of experience and Bachelors Degree

### **BUSINESS PROCESS ENGINEER (PRINCIPAL)**

**Description:** Identify, assess, and record near, medium and long-term business needs and technology solutions. Conduct requirements gathering meetings, prepare meeting notes and follow up on agreed action items. Provide use-case scenarios. Prepare and track project plans for project inception to completion. Manage day-to-day individual workload, monitor milestones and critical dates. Document business requirements and communicate them to build team. Facilitate the implementation of new functionality, training and troubleshooting. Promote teamwork and knowledge sharing in pursuit of effective problem solving. Strong verbal and written communication skills including the ability to create frequent business presentations. Influencing skills are critical. Ability to communicate verbally and in writing with business and technical personnel at all levels.

**Experience & Education:** Twelve years experience in business process re-engineering with demonstrated, increasing responsibilities within this field. Masters degree required.

### **BUSINESS PROCESS ENGINEER (SENIOR)**

**Description:** Identify, assess, and record near, medium and long-term business needs and technology solutions. Conduct requirements gathering meetings, prepare meeting notes and follow up on agreed action items. Provide use-case scenarios. Prepare and track project plans for project inception to completion. Manage day-to-day individual workload, monitor milestones and critical dates. Document business requirements and communicate them to build team. Facilitate the implementation of new functionality, training and troubleshooting. Promote teamwork and knowledge sharing in pursuit of effective problem solving. Strong verbal and written communication skills including the ability to create frequent business presentations. Influencing skills are critical. Ability to communicate verbally and in writing with business and technical personnel at all levels.

**Experience & Education:** Eight years experience in business process re-engineering with demonstrated, increasing responsibilities within this field and Bachelors Degree required.

### **BUSINESS PROCESS ENGINEER (MID)**

**Description:** Four years experience in business process re-engineering with demonstrated, increasing responsibilities within this field. Undergraduate degree or equivalent experience required. Assist with identification, assessment, and recording of near, medium and long-term business needs and technology solutions. Prepare and track project plans for project inception to completion. Supervise day-to-day individual workload, monitor milestones and critical dates. Assist with facilitation of the implementation of new functionality, training and troubleshooting. Promote teamwork and knowledge sharing in pursuit of effective problem solving. Strong verbal and written communication skills including the ability to create frequent business presentations. Ability to communicate verbally and in writing with business and technical personnel at all levels.

**Experience & Education:** Four years experience in business process re-engineering with demonstrated, increasing responsibilities within this field and Bachelors Degree required.

### **BUSINESS PROCESS ENGINEER (JUNIOR)**

**Description:** Assist with identification, assessment, and recording of near, medium and long-term business needs and technology solutions. Prepare and track project plans for project inception to completion. Assist with facilitation of the implementation of new functionality, training and troubleshooting. Participates in effective problem solving. Good verbal and written communication skills. Participates in frequent business presentations. Ability to communicate verbally and in writing with business and technical personnel at all levels.



**Experience & Education:** 1 year experience in working with business process re-engineering and Bachelors Degree required.

#### **BUSINESS PROCESS RE-ENGINEERING SPECIALIST (SENIOR)**

**Description:** Demonstrated experience and ability to lead or supervise a team of business process reengineering specialists. Ability to apply facilitation techniques, training, methodology development and evaluation across all phases of the modernization and improvement project. Ability to identify and recommend best practices, change management and business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Ability to apply process improvement and reengineering methodologies and principles to conduct process modernization projects. Ability to effectively transition existing project and project teams, and facilitate project teams in the accomplishment of project activities and objectives. Ability to provide group facilitation, interviewing, and training, and provide additional forms of knowledge transfer. Key coordinator among multiple project teams to ensure enterprise-wide integration of reengineering efforts. Provides daily supervision and direction to business process reengineering specialist.

**Experience & Education:** Minimum of 5 years of experience and Bachelors Degree required.

#### **BUSINESS PROCESS RE-ENGINEERING SPECIALIST (MID)**

**Description:** Demonstrated experience and ability to apply process improvement and reengineering methodologies and principles to conduct process modernization and improvement projects with minimal oversight. Ability to apply training, methodology development and evaluation across all phases of the modernization and improvement project. Ability to identify best practices, change management and business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Ability to support group facilitation, conduct interviews, and training, and additional forms of knowledge transfer. Key coordinator among multiple project teams to ensure enterprise-wide integration of reengineering efforts. Provides daily supervision and direction to business process reengineering specialist.

**Experience & Education:** Minimum of 3 years of experience and Bachelors Degree required.

#### **BUSINESS PROCESS RE-ENGINEERING SPECIALIST (JUNIOR)**

**Description:** Ability to apply process improvement and reengineering methodologies and principles to assist in process modernization and improvement projects in a supervised setting. Able to assist with group facilitation, interviewing, and training, and other forms of knowledge transfer. Duties include supervised activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements.

**Experience & Education:** Minimum of 1 year of experience and Bachelors Degree required.

#### **ADMINISTRATIVE ASSISTANT (SENIOR)**

**Description:** Performs the following duties: filing and typing using word processing equipment or computer graphics or computer terminals, prepares and edits technical or general documentation using MS Office, transcription, data entry, prepares and edits PERT or GANTT charts in hard copy or using software Microsoft Project or Primavera. Performs various support services such as visitor access control, answering telephones, receptionist, ordering and receiving office supplies and equipment, editing or maintaining technical, budget, programmatic and administrative documentation and references, preparing travel documentation and coordinating travel arrangements, operation of reproduction equipment to produce large volumes of documents, courier service and mail service, etc. Interacts with senior-level managers such as high level military and civilian medical, health care and technical personnel. Coordinates and directs support services such as use of reproduction equipment, scheduling maintenance for equipment, scheduling courier runs, ensuring approved security practices are applied



relative to personnel and document control scheduling, ensuring efficient operation of conference facilities and efficient conduct of office operations.

**Experience & Education:** Minimum of 5 years of experience and High School Diploma required.

#### **ADMINISTRATIVE ASSISTANT (MID)**

**Description:** Demonstrated experience in filing techniques, administrative typing, and using word processing equipment. Experience with computer graphics or computer terminals can be used as substitute for experience with word processing equipment. Duties may include preparing and editing technical or general documentation using various software packages such as Microsoft Word, Microsoft PowerPoint, Microsoft Excel and Windows, transcription of documents, data entry, and preparing and editing management support documentation such as PERT or GANTT charts in hard copy or using software such as Microsoft Project or Primavera. Duties may also include performing a variety of support services such as visitor access control, answering telephones, receptionist, ordering and receiving office supplies and equipment, editing or maintaining technical, budget, programmatic and administrative documentation and references in both paper and electronic versions, preparing travel documentation and coordinating travel arrangements, operation of reproduction equipment to produce large volumes of documents, courier service and mail service, etc. May be required to interact with senior level managers such as high level military and civilian medical, health care and technical personnel.

**Experience & Education:** Minimum of 3 years of experience and High School Diploma required.

#### **ADMINISTRATIVE ASSISTANT (JUNIOR)**

**Description:** Thorough knowledge of English grammar, syntax, spelling, punctuation, and abbreviation. Ability to execute assigned clerical tasks, to include administrative typing; and demonstrated knowledge of filing techniques. Duties may include preparing and editing technical or general documentation using various software packages such as Microsoft Word, Microsoft PowerPoint, Microsoft Excel and Windows, transcription of documents, data entry, and preparing and editing management support documentation such as PERT or GANTT charts in hard copy or using software such as Microsoft Project or Primavera.

**Experience & Education:** Minimum of 1 year of experience and High School Diploma required.

#### **RESEARCH ANALYST**

**Description:** Demonstrated experience and ability to analyze existing and potential information from a wide variety of sources. Ability to quickly and accurately conduct internet searches. Ability to collate information into meaningful reports and presentation material. Ability to organize and maintain technical information in a systems library.

**Experience & Education:** Minimum of 2 years of experience and High School Diploma required.

#### **FACILITY PROFESSIONAL/FACILITY SECURITY OFFICER**

**Description:** Analyzes, defines and establishes security policy and procedures to meet National Industrial Security Program (NISP) requirements for facilities occupied by multiple prime contractors and their team members. Gathers and organizes technical information about facility missions and functions; designs standard practice procedures to satisfy the requirements of the NISP, the Cognizant Security Agency (CSA) and the Government Contracting Activity (GCA). Oversees all aspects of security within the facility. Experience in the following disciplines is necessary: Facility Security Officer functions, SCIF Management, Information Systems Security, SAP Security, Information Security, Physical Security, Personnel Security, Security Training, and Security Surveys. Must possess specialized experience in a relevant functional areas such Computer Sciences, Law Enforcement, or Business Administration.

**Experience & Education:** Minimum of 5 years of experience and High School Diploma required.

## 6.0 APPENDIX C: PRINCIPAL CONSULTING DISCIPLINES (PCD) MATRIX

<u>Special Item Numbers</u>	<u>Management Consulting</u>
<u>874-1</u>	X
<u>874-4</u>	X
<u>874-6</u>	X
<u>874-7</u>	X