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: GSAAdvantage.gov

Multiple Award Schedule
Category Attachment Code: H
Title: Professional Services

H01. Business Administrative Services Subcategory
   FSC/PSC Code: R408
H10. Training Subcategory
   FSC/PSC Code: R704; U006

Category Attachment Code: G
Title: Miscellaneous
G06. Complimentary SINs Subcategory
   FSC/PSC Code: 0000

Contract Number: GS-10F-0154R
Contract Period: December 29, 2019 – December 28, 2024
Pricelist effective through: PS-A812 effective 3 March 2020

Joint Technology Solution, Inc. (JTS)
9255 Center St. Suite 300
Manassas, VA 20110
Phone: 703/218-0372
Fax: 703/218-0394

Company Website: www.jtsi.net

Contract Administrator: Tania Garavito
   Direct Dial: 703/218-2445
   Email: tania.garavito@jtsi.net

SDVOSB, HUBZone Certified

For more information on ordering from Federal Supply Schedules, click on the FSS Schedules button at fss.gsa.gov
Customer Information

1a. Table of Awarded Special Item Numbers (SINs):

541611/541611RC: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
611430/611430RC: Professional and Management Development Training
611512/611512RC: Flight Training
ANCILLARY; ANCILLARY STLOC; ANCILLARYRC: Ancillary Supplies and Services
OLM; OLM STLOC; OLMRC: Order-Level Materials (OLM)

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. See prices pages 6-7 and 17-18.

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. Please see Labor Category Descriptions and pricing pages 6-16.

2. Maximum Order:
   - SIN 541611/541611RC: $1,000,000.00
   - SIN 611430/611430RC: $1,000,000.00
   - SIN 611512/611512RC: $1,000,000.00
   - ANCILLARY/ANCILLARY STLOC/ANCILLARYRC: $1,000,000.00
   - OLM/OLMSTLOC/OLMRC: $1,000,000.00

3. Minimum Order: $100.00

4. Geographic Coverage (delivery area): Domestic Only

5. Point(s) of Production: Same as Company Address


7. Quantity Discounts: None Offered

8. Prompt Payment Terms: Net 30 days
   Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9a. Government Purchase Card below the micro purchase level: Yes

9b. Government Purchase Card above the micro purchase level: Accept

10. Foreign items (list by country of origin): None.

11a. Time of delivery: Specified on the Task Order

11b. Expedited Delivery: Contact Contractor

11c. Overnight and 2-day Delivery: Contact Contractor
11d. Urgent Requirements: Contact Contractor

12. F.O.B. point(s): Destination

13a. Ordering Address:
Joint Technology Solution, Inc. (JTS)
9255 Center St. Suite 300
Manassas, VA 20110
Phone: 703.218.0372
Fax: 703.218.0394
http://jtsi.net/

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

14. Payment Address:
Joint Technology Solution, Inc. (JTS)
9255 Center St. Suite 300
Manassas, VA 20110
P: 703/218-2445

15. Warranty Provision. Contractors Standard Commercial Warranty

16. Export Packing Charges (if applicable): N/A

17. Terms and Conditions of Government Credit Card acceptance (any thresholds above the micro-purchase level): Contact Contractor

18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A

19. Terms and conditions on installation (if applicable): N/A

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A

20a. 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. Preventative Maintenance (if applicable): N/A

24a. Environmental attributes, e.g., recycled content, energy, efficiency, and/or reduced pollutants: N/A
24b. Section 508 Compliance: N/A

25. DUNS Number: 123176963

26. Notification regarding registration in the System for Award Management (SAM) Database: Registered
Service Contract Labor Standards (SCLS) Compliance:

<table>
<thead>
<tr>
<th>JTS Eligible Contract Labor Categories</th>
<th>SCLS Equivalent Code-Title</th>
<th>WD #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant III</td>
<td>01020-Administrative Assistant</td>
<td>2015-4281</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Revision No.: 12</td>
</tr>
<tr>
<td>Instructor/Training Developer</td>
<td>15095-Technical Instructor/Course Developer</td>
<td>2015-4281</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Revision No.: 12</td>
</tr>
<tr>
<td>Management Assistant</td>
<td>01312-Secretary II</td>
<td>2015-4281</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Revision No.: 12</td>
</tr>
</tbody>
</table>

The Service Contract Labor Standards (SCLS), formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS matrix. The prices awarded are in line with the geographic scope of the contract (i.e. nationwide).
<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Awarded Prices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant III**</td>
<td>$42.03</td>
</tr>
<tr>
<td>Analyst</td>
<td>$62.35</td>
</tr>
<tr>
<td>Assistant Chief Instructor</td>
<td>$86.24</td>
</tr>
<tr>
<td>Business Continuity Coordinator II</td>
<td>$63.70</td>
</tr>
<tr>
<td>Business Continuity Coordinator III</td>
<td>$74.61</td>
</tr>
<tr>
<td>Chief Instructor</td>
<td>$94.48</td>
</tr>
<tr>
<td>Facilitator</td>
<td>$79.65</td>
</tr>
<tr>
<td>Improvement Specialist</td>
<td>$63.81</td>
</tr>
<tr>
<td>Instructional Technologist</td>
<td>$87.15</td>
</tr>
<tr>
<td>Instructor/Training Developer **</td>
<td>$72.72</td>
</tr>
<tr>
<td>Management Analyst I</td>
<td>$71.66</td>
</tr>
<tr>
<td>Management Analyst II</td>
<td>$55.72</td>
</tr>
<tr>
<td>Management Assistant**</td>
<td>$23.90</td>
</tr>
<tr>
<td>Principal Analyst I</td>
<td>$72.72</td>
</tr>
<tr>
<td>Principal Analyst II</td>
<td>$87.15</td>
</tr>
<tr>
<td>Program Manager I</td>
<td>$90.00</td>
</tr>
<tr>
<td>Program Manager II</td>
<td>$110.99</td>
</tr>
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<td>Program Manager III</td>
<td>$133.48</td>
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<tr>
<td>Project Manager</td>
<td>$170.99</td>
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<tr>
<td>Regional Operations Officer</td>
<td>$82.96</td>
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<tr>
<td>Senior Analyst</td>
<td>$126.39</td>
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<tr>
<td>Senior Business Case Analyst</td>
<td>$79.65</td>
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<tr>
<td>Position</td>
<td>Salary</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Senior Instructor</td>
<td>$79.65</td>
</tr>
<tr>
<td>Senior Management Analyst</td>
<td>$39.80</td>
</tr>
<tr>
<td>Senior Recruiter</td>
<td>$85.49</td>
</tr>
<tr>
<td>Strategic Planner</td>
<td>$114.65</td>
</tr>
<tr>
<td>Subject Matter Expert I</td>
<td>$71.58</td>
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<tr>
<td>Subject Matter Expert II</td>
<td>$93.74</td>
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<tr>
<td>Subject Matter Expert III</td>
<td>$187.47</td>
</tr>
<tr>
<td>Systems Management Technologist</td>
<td>$72.72</td>
</tr>
</tbody>
</table>
**Administrative Assistant III**

**Minimum Education:** Must have an Associate’s Degree.

**Minimum Experience:** Must have two years of experience in a Government or commercial contracting environment.

**Functional Responsibility:** Under general supervision, performs administrative duties and assists in specific tasks of a more technical nature. Generates documentation and spreadsheets and maintains contract files. Requires proficiency in Microsoft Suite and most Windows applications.

**Substitution of Experience:** None

**Any Certifications, if any:** None

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**Analyst**

**Minimum Education:** Must have a Bachelor’s Degree in Business, Computer Science, Information Systems, Engineering, Education, or a related discipline.

**Minimum Experience:** Must have four years of directly relevant experience may be substituted.

**Functional Responsibility:** Under general supervision, analyzes requirements. Analytically and systematically evaluates problems such as workflow, organization, costs, and planning. Helps develop plans that satisfy the requirements of the project. Assists in defining problems, developing requirements, and specifications from which developers/programmers can develop systems, applications or new business processes and programs.

**Substitution of Experience:** None

**Any Certifications, if any:** None

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**Assistant Chief Instructor**

**Minimum Education:** Must have a Bachelor’s Degree in education, psychology, human factors engineering, English or a similar discipline.

**Minimum Experience:** Must have five years of directly relevant experience, including supervision, may be substituted. Five years of experience in the instructional design/development of training programs or materials. At least two years of experience as a team leader or supervisor.

**Functional Responsibility:** Working independently or as a team leader, applies the principles of performing analyses, studies and research leading to the design and development of instructional materials to meet specific learning objectives. Familiar with paper-based, and/or distance learning media and is able to work with direction from the client and/or supervisor to storyboard, prototype and develop training materials that meet the client’s requirements.

**Substitution of Experience:** None

**Any Certifications, if any:** None

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**Business Continuity Coordinator II**

**Minimum Education:** Must have a Bachelor’s Degree in Business Management, Public Administration, Accounting, Business Administration, or a related field.

**Minimum Experience:** Must have three years experience.

**Functional Responsibility:** Identifies the areas of an organizations business processes which will benefit from business continuity and disaster recovery methods/controls. Performs highly advanced and/or supervisory or managerial (senior level) business continuity and disaster recovery (BC&R) planning and research work Prepares applications to the federal government for planning assistance Advises agency officials on planning problems and technical phases of comprehensive planning projects Serves as liaison to an organization in matters concerning the coordination of plans and services Monitors agencies participating in plans and programs, and provides assistance to officials in matters relating to plans and programs Reviews and evaluates planning proposals received from local and regional agencies Reviews
and evaluates planning materials for contractual compliance. Conducts field and/or telephone surveys. May prepare budgets, may plan, assign and/or supervise the work of others. Experience in disaster recovery planning and research work. Performs related work as assigned.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Business Continuity Coordinator III**

**Minimum Education:** Must have a Bachelor’s Degree in Business Management, Public Administration, Accounting, Business Administration, or a related field.

**Minimum Experience:** Must have four years experience.

**Functional Responsibility:** Identifies the areas of an organization’s business processes which will benefit from business continuity and disaster recovery methods/controls. Performs highly advanced and/or supervisory or managerial (senior level) business continuity and disaster recovery (BC&R) planning and research work. Prepares applications to the federal government for planning assistance. Advises agency officials on planning problems and technical phases of comprehensive planning projects. Serves as liaison to an organization in matters concerning the coordination of plans and services. Monitors agencies participating in plans and programs, and provides assistance to officials in matters relating to plans and programs. Reviews and evaluates planning proposals received from local and regional agencies. Reviews and evaluates planning materials for contractual compliance. Conducts field and/or telephone surveys. May prepare budgets. May plan, assign, and/or supervise the work of others. Experience in disaster recovery, planning and research work. Performs related work as assigned.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Chief Instructor**

**Minimum Education:** Must have a Master’s Degree in education, psychology, human factors engineering, English or a similar discipline.

**Minimum Experience:** Must have six years of directly relevant experience, including supervision, may be substituted. Six years of experience in the instructional design/development of training programs or materials. At least three years of experience as a team leader or supervisor.

**Functional Responsibility:** Working independently as a team leader, applies the principles of performing analyses, studies and research leading to the design and development of instructional materials to meet specific learning objectives. Familiar with paper-based, and/or distance learning media and is able to work with direction from the client and/or supervisor to storyboard, prototype and develop training materials that meet the client’s requirements. Monitors work performance, controls budget and schedule. Supervises Instructor/Training Developer Teams and monitors work performance, controls budget and schedule.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Facilitator**

**Minimum Education:** Must have Bachelor’s Degree in a relevant technical discipline.

**Minimum Experience:** Must have six years of relevant experience.

**Functional Responsibility:** Plan, convene, and lead working groups and team meetings to solve organizational-level issues, disputes, and disagreements. Provide solutions to management problems.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Improvement Specialist**
Minimum Education: Must have a Bachelor’s Degree in Business Management, Computer Science, Management Information Systems, or a related field.

Minimum Experience: Must have four years experience.

Functional Responsibility: Assists stakeholders/senior management in maintaining policy established by an organization. Directs the planning and scheduling of process improvements. Reviews plans for completeness and accuracy. Determines budgetary requirements. Conducts major studies makes recommendations for improvements and determines requirements. May develop operational or administrative policies and procedures. May plan, assign, and/or supervise work of others. Performs highly advanced and/or managerial (senior level) work.

Substitution of Experience: None

Any Certifications, if any: None

Instructional Technologist
Minimum Education: Must have a Bachelor’s Degree with a curriculum or major field of study which provides substantial knowledge relevant work task(s).

Minimum Experience: Must have two years intensive or progressive experience in the individual s field of study or specialization.

Functional Responsibility: Develops, implements, and maintains training scenarios, approaches, objectives, plans, tools, aids, curriculums, and other state of the art technologies related to training and behavioral studies. Identifies the best approach training requirements to include, but not limited to: hardware, software, simulations, course assessment and refreshment, assessment centers, oral examinations, interviews, computer assisted and adaptive testing, behavior-based assessment and performance, and team and unit assessment and measurement. Utilizes various iterative process-improvement and best methodologies in applied psychology, psychometrics, educational measurement, and other related disciplines. Develops and maintains knowledge bases, conduct applied and advanced research methodologies, develop tests, surveys, training materials, data collection measures, statistical and other analysis, and identify, conceptualize and secure new research and development areas.

Substitution of Experience: Master’s Degree may be substituted for experience requirement.

Any Certifications, if any: None

Instructor/Training Developer
Minimum Education: Must have Bachelor’s Degree in education, psychology, human factors engineering, English or a related discipline.

Minimum Experience: Must have a minimum of two years of experience.

Functional Responsibility: With close supervision, applies the principles of performing analyses, studies and research supporting the design and development of instructional materials to meet specific learning objectives. Familiar with paper-based, and/or distance learning media and is able to work, with direction from the client and/or supervisor to storyboard, prototype and develop training materials that meet the client s requirements.

Substitution of Experience: Four years of directly relevant experience may be substituted.

Any Certifications, if any: None

Management Analyst I
Minimum Education: Must have a Bachelor’s in Business Management, Information Systems, or a related field.

Minimum Experience: Must have two years experience.

Functional Responsibility: Directly supports the stakeholders/senior management with the process improvement of an organization. Identifies groups within an organization and assesses how they communicate. Develops and recommends how groups within an organization should communicate in
accordance to agency initiatives. Develops and recommends strategic plans which enable groups to synchronize.

**Substitution of Experience:** Masters Degree in a related field may be substituted for years experience.

**Any Certifications, if any:** None

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**Management Analyst II**

**Minimum Education:** Must have a Bachelor’s Degree in Business Management, Communications, or a related field.

**Education/Experience:** Must have four years experience.

**Functional Responsibility:** Directly supports the stakeholders/senior management with the process improvement of an organization. Meets with organization managers to assess hindrances that affect the decision making process. Understands both operations and communications and act as an on-site deconfliction/mitigation source for any information flow hindrances. Develops and recommends plans to improve the information sharing process. Available for emergency operations and deployments within CONUS or OCONUS. Supports and propagates agency initiatives. Facilitates between the operational cell and the Management Analyst 1. Provides training for groups.

**Substitution of Experience:** Masters Degree in a related field may be substituted for two years of experience

**Any Certifications, if any:** None

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**Management Assistant**

**Minimum Education:** Must have a High School Diploma.

**Minimum Experience:** Must have two years experience.

**Functional Responsibility:** Responsible for providing and overseeing all administrative and clerical functions in support of project teams. Assists in preparing management plans, reports, and deliverables. Coordinates schedules to facilitate completion of tasks, deliverables, briefings, meetings, and surveys. Provides word processing, spreadsheet, data entry, graphic, and other document preparation support. Performs and oversees all general office management duties, including operating office equipment, filing, reception, and other clerical functions.

**Substitution of Experience:** None

**Any Certifications, if any:** None

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**Principal Analyst I**

**Minimum Education:** Must have a Master's Degree in Business, Computer Science, Information Systems, Engineering, Education, or a related discipline.

**Education/Experience:** Must have four years of directly relevant experience may be substituted.

**Functional Responsibility:** Leads design of project solutions and manages project. Provides primary point of contact with client and is senior technical advisor. Brings a broad mix of experience and accomplishment to project. Provides technical and administrative supervision of personnel performing design and development tasks, including review of work products for correctness, adherence to design concept and user standards, and progress in accordance with schedules. Provides strategic guidance in areas of formulating requirements, analyzing project proposals, recommending optimum approaches, and developing system designs. Approves recommendations and ensures deliverables meet customer expectations. Requires ability to formulate specifications for developers to use in producing product deliverables.

**Substitution of Experience:** None

**Any Certifications, if any:** None

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**Principal Analyst II**
**Minimum Education:** Must have a Master's Degree in Business, Computer Science, Information Systems, Engineering, Education, or a related discipline.

**Minimum Experience:** Must have four years of experience

**Functional Responsibility:** Leads design of project solutions and manages project. Provides primary point of contact with client and is senior technical advisor. Brings a broad mix of experience and accomplishment to project. Provides technical and administrative supervision of personnel performing design and development tasks, including review of work products for correctness, adherence to design concept and user standards, and progress in accordance with schedules. Provides strategic guidance in areas of formulating requirements, analyzing project proposals, recommending optimum approaches, and developing system designs. Approves recommendations and ensures deliverables meet customer expectations. Requires ability to formulate specifications for developers to use in producing product deliverables.

**Substitution of Experience:** Six years of directly relevant experience may be substituted.

**Any Certification, if any:** None

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**Program Manager I**

**Minimum Education:** Must have a Bachelor’s degree

**Minimum Experience:** Must have a minimum of two years of relevant experience. Relevant experience includes, but is not limited to, experience managing projects, contracts, funds, and resources.

**Functional Responsibility:** Responsible for the overall management of programs from start to finish to insure that all elements of the program are successfully implemented/completed by designated suspense dates to the clients satisfaction at or below budget Duties may include contract management and technical direction to project managers and other program personnel. Regularly exercises independent judgment as well as a high level of analytical skill in solving complex and unusual technical, administrative, and managerial problems. Demonstrates extensive subject matter expertise and communication skills to interface with all management levels.

**Substitution of Experience:** Four years of directly relevant experience may be substituted for a Bachelor’s degree.

**Any Certification, if any:** None

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**Program Manager II**

**Minimum Education:** Must have a minimum of a Bachelor’s degree.

**Minimum Experience:** Must have a minimum of four years relevant experience. Relevant experience includes, but is not limited to, experience managing projects, contracts, funds, and resources.

**Functional Responsibility:** Responsible for the overall management of programs from start to finish to insure that all elements of the program are successfully implemented/completed by designated suspense dates to the clients satisfaction at or below budget Duties may include contract management and technical direction to project managers and other program personnel. Regularly exercises independent judgment as well as a high level of analytical skill in solving complex and unusual technical, administrative, and managerial problems. Demonstrates extensive subject matter expertise and communication skills to interface with all management levels.

**Substitution of Experience:** Four years of directly relevant experience may be substituted for a Bachelor’s degree.

**Any Certification, if any:** None

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**Program Manager III**

**Minimum Education:** Must have a minimum of a Bachelor’s degree.

**Minimum Experience:** Must have a minimum of five years of relevant experience. Relevant experience includes, but is not limited to, experience managing projects, contracts, funds, and resources.
Functional Responsibility: Responsible for the overall management of programs from start to finish to insure that all elements of the program are successfully implemented/completed by designated suspense dates to the clients satisfaction at or below budget Duties may include contract management and technical direction to project managers and other program personnel. Regularly exercises independent judgment as well as a high level of analytical skill in solving complex and unusual technical, administrative, and managerial problems. Demonstrates extensive subject matter expertise and communication skills to interface with all management levels.

Substitution of Experience: Four years of directly relevant experience may be substituted for a Bachelor’s degree.

Any Certifications, if any: None

Project Manager
Minimum Education: Must have Bachelor’s degree.
Minimum Experience: Must have a minimum of four years experience.
Functional Responsibility: Plan, organize and control overall activities of multiple projects including project management, technical work, quality of work, schedule, and costs. Provide supervisory, technical and administrative direction to staff and other projects managers. Anticipate problems and work to mitigate anticipated problems. Consult with COTR and other Government personnel to minimize costs and maximize efficiency in achieving stated requirements. Ensure all activities conform to terms and conditions of contract or delivery order. Act as liaison among COTR, CO and corporate management. Coordinate activities and seek resolution of contractual and technical problems, while working with COTR, CO and other government personnel.

Substitution of Experience: Four years of directly relevant experience may be substituted for a Bachelor’s Degree.

Any Certifications, if any: None

Regional Operations Officer
Minimum Education: Must have a Bachelor’s Degree.
Minimum Experience: Must have ten or more years experience in a Government or Commercial contracting environment.
Functional Responsibility: Plans, coordinates and develops strategies that encompass a pulling of fiscal and Human Resources policies and logistics to develop synergistic and innovative problem solving solutions. Provides group facilitations as well as additional forms of knowledge transfer. Evaluates Government plans, policies, organization and implementation.

Substitution of Experience: None

Any Certifications, if any: None

Senior Analyst
Minimum Education: Must have a Bachelor’s degree.
Minimum Experience: Must have minimum of two years of experience
Functional Responsibility: Plans, organizes, directs, and conducts consulting, survey, or training tasks in problem areas of extensive scope and complexity. The problems are difficult to define, and may require novel approaches and the use of sophisticated techniques. Has extensive technical responsibility for interpreting, organizing, executing, and coordinating assignments, including the direction of other staff. Makes decisions, which are considered authoritative and which demonstrate mature judgment in anticipating and solving complex problems. Within defined objectives, but with considerable latitude, performs in a professional position requiring in-depth knowledge. Individual is capable of independent, complex analysis, concept formulation and new method identification, and may serve as a prime point of contact for clients.

Substitution of Experience: None

Any Certifications, if any: None
Any Certifications, if any: None

Senior Business Case Analyst
Minimum Education: Must have Bachelor’s degree.
Minimum Experience: Must have three years of related experience analyzing business processes and designing and implementing new processes or systems to improve them.
Functional Responsibility: Conducts detailed analysis on Business Process Change or Information Systems projects and prepare reports, briefings, and presentations to communicate the results. Analyzes business processes, organizational structures, and information systems and provide recommendations for improvement. Defines requirements and designs new processes and systems to enable the implementation of improvements of systems. Senior Business Case Analysts also participate in project planning and monitoring, provide functional guidance to the project/task team, supervise the work of other analysts, and raise critical issues to project/task management.
Substitution of Experience: None
Any Certifications, if any: None

Senior Instructor
Minimum Education: Must have a Bachelor’s Degree in education, psychology, human factors engineering, English or a similar discipline.
Education/Experience: Must have four years of experience in the instructional systems design/development of training programs or materials. At least one year in a supervisory role.
Functional Responsibility: Under general supervision, applies the principles of performing analyses, studies, and research leading to the design and development of instructional materials to meet specific learning objectives. Familiar with paper-based, and/or distance learning media and is able to work with direction from the client and/or supervisor to storyboard, prototype, and develop training materials that meet the client’s requirements. May be required to supervise Instructor/Training Developer.
Substitution of Experience: Four years of directly relevant experience may be substituted for a Bachelor’s Degree.
Any Certifications, if any: None

Senior Management Analyst
Minimum Education: Must have a Bachelor’s Degree in Business Management, Communications, or a related field.
Minimum Experience: Must have four years of experience.
Functional Responsibility: Assist stakeholders/senior management during the progress review of process improvements, alignment, assessments, strategic planning, and performance measures. Creates and distributes status reports for stakeholders and senior management. Monitor policies and programs. Acts as a liaison between the stakeholders, congressional leadership, and agency points of contact.
Substitution of Experience: None
Any Certifications, if any: None

Senior Recruiter
Minimum Education: Must have a Bachelor’s Degree in Human Resources or Marketing.
Minimum Experience: Must have ten years or more of experience in a Government and/or Commercial environment.
Functional Responsibility: Plans, coordinates and executes recruiting activities to provide labor support for various organizations including the military. Has a strong familiarity with client’s organizational mission, eligibility requirements, and personal attribute requirements. Develops prospecting strategies,
conducts interviews, assists candidates with the application process and develops demographic studies and market analysis.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Strategic Planner**

**Minimum Education:** Must have a Bachelor’s Degree in Business Management, Accounting, Business Administration, or a related field.

**Minimum Experience:** Must have a minimum of four years of subject matter experience.

**Functional Responsibility:** Supports stakeholders/senior management by developing and coordinating the execution of strategic plans. Assess and develop policy to govern activities. Providing policy guidance to management, staff, and customers. Determines budgetary requirements. Establishing metrics to measure and evaluate systems performance. Identifying and addressing workforce planning and management issues (recruitment, retention, and training). Defining current and future business environments. Sets the Goals and Structure for a Project. Develop Action Plan and Make Team Member Assignments. Obtain Commitments from All Participants. Establish Timelines and Milestones. Review Goals, Time Factors, and Action Plan with Stakeholders.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Subject Matter Expert I**

**Minimum Education:** Must have a Bachelor’s degree.

**Minimum Experience:** Must have a minimum of two years of subject matter experience.

**Functional Responsibility:** Provides analysis, evaluation, and recommendations for improvements, development strategy, and execution during the delivery phase of the project. Consults with clients to define need, conducts studies and surveys to obtain pertinent data, and recommends solutions to problems and action plans.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Subject Matter Expert II**

**Minimum Education:** Must have a Bachelor’s degree.

**Minimum Experience:** Must have a minimum of two years of subject matter experience.

**Functional Responsibility:** Provides analysis, evaluation, and recommendations for improvements, development strategy, and execution during the delivery phase of the project. Consults with clients to define need, conducts studies and surveys to obtain pertinent data, and recommends solutions to problems and action plans.

**Substitution of Experience:** None

**Any Certifications, if any:** None

**Subject Matter Expert III**

**Minimum Education:** Must have a Bachelor’s degree.

**Minimum Experience:** Must have a minimum of four years of subject matter experience.

**Functional Responsibility:** Provides analysis, evaluation, and recommendations for improvements, development strategy, and execution during the delivery phase of the project. Consults with clients to define need, conducts studies and surveys to obtain pertinent data, and recommends solutions to problems and action plans.

**Substitution of Experience:** None

**Any Certifications, if any:** None
**Systems Management Technologist**

**Minimum Education:** Must have an Associate’s Degree.

**Minimum Experience:** Must have two years experience in operating computer systems, systems management, and automated systems.

**Functional Responsibility:** Analyzes, develops, operates, and maintains software libraries and catalogs. Provides support and direction for user groups in the use of the software/hardware systems and programs to support an integrated system. Establishes and implements system policy, procedures and standards, and ensures their conformance with information systems goals and procedures. Ensures that security procedures are implemented and enforced. Provides logistics support and training in the effective use of automated systems and data communications.

**Substitution of Experience:** None

**Any Certifications, if any:** None
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<thead>
<tr>
<th>Course Title</th>
<th>Course Length</th>
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<td>1-3 days</td>
<td>5</td>
<td>30</td>
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Training Modules for Recruiters/Career Counselors

Training Course Title: **Outcome Based Planning**

Our *Outcome Based Planning* module provides a step-by-step approach to goal setting and includes concepts that are often left out of similar training initiatives. JTS developed this module with the recruiter/career counselor in mind. It provides the What, When, Who, How, Where, and Why elements that new and experienced recruiters/career counselors can use to achieve their recruiting missions in ten months or less.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

Training Course Title: **Secrets to Using Your Greatest Asset**

Your greatest asset is time. The success or failure of any recruiter/career counselor relates directly to how effectively he/she uses his/her time. This module identifies priorities in a recruiting environment. Adding purpose to effort is an important first step to effective time management. It is easy to confuse activity with productivity. Participants in this training module learn that doing the "right things" is a great deal more important than just "doing things right" The module stresses the axiom, "If you don't have time to do it right, how will you find time to do it over?"

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

Training Course Title: **Become a More Effective Communicator**

Emerson once said, "What you are speaks so loudly that others cannot hear what you say you are." Our body language often contradicts the words we utter. Recruiters/career counselors learn to use body language as a tool to get their message across to prospects, school personnel, VIPs, up and down the chain of command and anyone else they may interface with. Effective communicators dominate the listening in the communications process. This module provides tips for honing one's listening skills in addition to addressing verbal skills.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

Training Course Title: **You Won't Find Pecans Under Oak Trees**

*You Won't Find Pecans Under Oak Trees* is our most popular training module. It addresses prospecting with a blend of new and old ideas - all with new twists. This thinking "outside the box" approach has proven successful for recruiters/career counselors who have applied its principles. There are only two ways to improve recruiting performance dramatically. Recruiter/career counselors can improve their skills or they can improve the quality of prospects they interview. Recruiters/career counselors who apply the techniques in this module will have more and better prospects to interview.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30
Training Course Title: Great Recruiting Reservoir - Schools
Schools are such a valuable source of prospects for membership in military organizations that JTS has devoted an entire module to the development of long-lasting, mutually beneficial relationships with schools, colleges, technical schools, and universities. This module provides tips for taking the valleys out of the production year. It introduces recruiter/career counselors to the advantages of using the World Wide Web to access students and the most valuable VIPs - classroom teachers and professors. The module also addresses gaining access to schools that may currently place time constraints on recruiter/career counselor activities or bar them from their campuses altogether.

Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Soldier Service Is Your Lifeline to the Future
Use the user. The best source of referrals is the person who is in the program, the soldier. This holds true if the participant was properly served along the way. Broken promises and neglect do little to motivate soldiers to provide a continuous stream of referrals. Recruiter/career counselors who know how to render top-level soldier service can take advantage of the greatest tool ever devised for recruiting - a user referral. This training module addresses the trademarks of quality soldier service and provides valuable insight to the best means of capturing this wonderful referral source.

Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Conquering Call Reluctance
The only recruiters/career counselors who have not experienced call reluctance are the ones who haven't had their first day of recruiting in the field. Everyone who works in a recruiting environment experiences some degree of call reluctance along the way. The successful recruiters/career counselors brush call reluctance aside and drive on to the mission. The other recruiters/career counselors encounter call reluctance daily and it has a devastating impact on their recruiting efforts. This module helps recruiters/career counselors acknowledge that they are experiencing call reluctance and provides them with the tools to deal with it effectively when it arises.

Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Using the Power of Persuasion
MTCI's focus in training recruiters/career counselors is multiplication. Why add to a recruiter/career counselor's prospect list when we can help them multiply the number of prospects they can access each month? This training module is devoted to developing the skills required to make group presentations to students, parents, VIPs, school personnel or anyone else who can refer quality prospects to recruiters/career counselors.

Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum Participants: 30

Training Course Title: The Formula for Long-Term Success
Successful recruiters/career counselors soon learn that making a consistent number of quality presentations to quality prospects yields a consistent number of accessions. The 5-1-2-1 + 1 concept of activity management is a great tool to build consistency into any recruiting program. Recruiting and Retention Commands who have elected to use it as a club to punish recruiters under mission have seriously maligned the concept. Everyone should use it because it has all the elements that position recruiters/career counselors for success in gaining accessions. This training module sells the value of consistency in time management and quality activity as a means to making and exceeding mission.
Minimum Course Length: 1 Day  
Maximum Course Length: 3 Days  
Minimum participants: 5  
Maximum participants: 30

**Training Course Title: Objections are the Signposts to Accessions**
Recruiters/career counselors view objections as obstacles to making mission. Reality is without objections they would likely fail to make mission most of the time. Objections are seldom rejection. They are generally veiled requests for additional information. This module conditions recruiters/career counselors to anticipate and embrace objections, because they are truly the signposts to accessions. Objections provide the road map to the destination, the accession. The majority of objections fall in three or four categories. Anticipation eliminates the sting of objections and JTS provides a proven technique for overcoming most objections without memorizing dozens of comebacks.
Minimum Course Length: 1 Day  
Maximum Course Length: 3 Days  
Minimum participants: 5  
Maximum participants: 30

**Training Course Title: Secrets to Successful MEPS Processing**
Recruiters/career counselors who lose candidates during MEPS processing are often demoralized to the degree that it is hard for them to continue to function effectively. If recruiters/career counselors are not getting more than 90% of their candidates to make it through MEPS on their first effort, they need the training provided by this module. There is a lot more to MEPS processing than meets the eye. This training module examines the reasons why candidates are disqualified, require waivers, and other issues that impact success at MEPS. It also provides certain strategies that will improve a candidate's chances of making it through successfully.
Minimum Course Length: 1 Day  
Maximum Course Length: 3 Days  
Minimum participants: 5  
Maximum participants: 30

**Training Course Title: Winning Strategies in Recruiting**
Continued success is never accidental. It is a planned activity. Success in a recruiting environment requires a considerable amount of strategizing. This training module provides some thought-provoking ideas that can be incorporated into an overall recruiting strategy that has proven successful for Recruiters/career counselors who have used it.
Minimum Course Length: 1 Day  
Maximum Course Length: 3 Days  
Minimum participants: 5  
Maximum participants: 30

**Training Course Title: Tips for Achieving Recruiting Mission in Ten Months or Less**
Most recruiters/career counselors are so focused on the monthly number for recruiting mission that they fail to see the bigger picture. Any distraction or detour happens along the way and they fail to make mission for the year. The scope of this training module is to change the attitudes of the recruiters/career counselors and get them to focus on activities that yield accessions rather than the number alone. This module provides detailed information that will enable recruiters/career counselors to make mission months ahead of time if they chose to do so.
Minimum Course Length: 1 Day  
Maximum Course Length: 3 Days  
Minimum participants: 5  
Maximum participants: 30

**Training Course Title: Marketing Yourself and Your Organization**
How large a budget does each recruiter/career counselor in your command have to buy space in newsprint or airtime on radio and television? Chances are the answer is zero or so miniscule as to be ineffective. This training module will provide recruiters/career counselors with the tools to access space in newsprint and airtime on radio and
television that would cost tens of thousands of dollars if the Recruiting and Retention Command would have to pay for it. The good news is that recruiters/career counselors can use the information in this module to access those goodies while limiting their investment to a few cents for postage and fuel to make the right contacts. Recruiters/career counselors will learn how to develop and implement public relations campaigns in their communities. The impact of a public relations campaign is the same as that of an advertising campaign. The difference is in the investment. It's free.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

**Training Course Title: Catching Prospects on the Web**  
This new module explores innovative ways to contact prospects and secure referrals from people who know them using the Internet. E-prospecting is limited only by a recruiter/career counselor's imagination. Live demonstrations are conducted at the training site. Computer technology is here to stay. Those who choose to utilize the World Wide Web to its potential will prosper. Those who choose not to move with new trends in the marketplace will be left behind.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

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**Training Modules for Command leaders**

**Training Course Title: Coaching Is Not for Spectators**  
The best analogy for leading a recruiting team would be that of coaching a sports team. Successful coaches use all the skills leaders in a military recruiting environment need. This training module points out that coaches never direct their teams from their offices. They are at the game on the sidelines exhorting their players to perform at their best. Mid-level leader positions are not executive positions. They are field positions. This module provides mid-level leaders with strategies and tools to effectively lead their teams to the team mission.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

**Training Course Title: Successful Coaching Is a Matter of Accountability**  
Recruiting and retention leaders often feel they are unable to hold their recruiters/career counselors accountable for making their monthly and annual mission. That sense of doubt often becomes a self-fulfilling prophecy. This training module defines accountability in terms they can understand and provides tools for measuring accountability. It provides strategies for getting recruiters/career counselors on the team to "buy into" a team game plan.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  
**Minimum participants:** 5  
**Maximum participants:** 30

**Training Course Title: Effective Coaching Demands Effective Communications**  
There are limited training opportunities where mid-level leaders can garner the skill sets required to become skilled communicators in a team environment. This training module addresses the challenges to effective communications in such an environment and provides tips for developing the skills they need to maximize their coaching efforts. It addresses positive and negative communications so the leaders and their charges perceive them in a positive light.

**Minimum Course Length:** 1 Day  
**Maximum Course Length:** 3 Days  

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22
Minimum participants: 5
Maximum participants: 30

Training Course Title: Good Coaches Know How to Motivate
All long-lasting motivation is internal or intrinsic in nature. Good coaches make conditions right so team members want to do the job effectively. In order to do this, coaches have to know their team members. This training module provides tips that will enable leaders to get to know their team members better and to develop an understanding of motivating factors that spur team members to perform at their best.
Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Coaches Are Responsible for Team Development
Recruiting teams are comprised of individuals who may vary greatly in length of service and experience. It is the coach's responsibility to evaluate each team member to determine the skills they have and the skills they lack. He/she needs to develop a plan for providing the training required to move all team members up to a satisfactory performance level. The coach may elect to do the training personally. Should he/she lack the knowledge, it is his/her responsibility to seek the help of someone who has it. Coaches become winning coaches when they strive to move each team member to his/her performance potential. This training module addresses these issues and more. It also provides innovative ideas to foster team development.
Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Meetings Can Be the Springboards to Team Development
There are times when leaders may call meetings because they are expected by supervisors higher up in the chain of command. Meetings without specific agendas, structure and purpose are meaningless and do more harm than good. This training module provides insight into the value of highly structured, functional meetings as a forum for training and motivation. Meetings should be the springboards to team development.
Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Great Coaches Field Strong Teams
Synergy is more than a word between syndrome and synonym in the dictionary. Synergy is the power a coach can summon from his/her team members when they function effectively as a team; thus, they become better as a team than they could ever be as collective members. This training module examines the elements that contribute to synergism in a team environment and the coach's role in securing those elements.
Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30

Training Course Title: Marketing Your Team and Your Organization
Coaches have a responsibility for placing members of the team in the limelight whenever possible. Low or non-existent advertising budgets have hampered some leaders in their efforts to place top performing team members on the pedestal they deserve. This training module provides venues for recognizing team members for the price of postage or a small amount of fuel to initiate the right contacts. Recognition is a powerful motivator. This module provides the coaches in Recruiting and Retention commands the tools to give team members the recognition they deserve when they turn in outstanding performances.
Minimum Course Length: 1 Day
Maximum Course Length: 3 Days
Minimum participants: 5
Maximum participants: 30