



**GENERAL SERVICES ADMINISTRATION**

**Federal Acquisition Service  
Authorized Federal Supply Schedule Price List**

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

**Federal Supply Group: 874 Class: R499**

**Contract Number: GS-10F-0240U**

**Contract Period:** May 23, 2008 through May 22, 2018

**Contractor:** IMPAQ International, LLC  
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Columbia, MD 21044 3533

**Business Size:** Large Business

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**Contract Administration:** Avi Benus

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!™, a menu-driven database system. The INTERNET address for GSA Advantage!™ is: <http://www.GSAAdvantage.gov>. For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.gsa.gov/schedules-ordering>.

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## **IMPAQ INTERNATIONAL, LLC CORPORATE OVERVIEW**

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IMPAQ International, LLC, a woman-owned business, was founded in 2001 by its CEO, Ms. Sharon Benus, and its Executive Director for Research, Dr. Jacob Benus, with the goal of establishing IMPAQ as a premier social science research firm specializing in the conduct of rigorous impact evaluations for domestic and international clients. The firm's name, IMPAQ International, was chosen as symbolic of this focus.

After supporting several successful international consulting projects, IMPAQ accelerated its growth with the award of Project GATE to IMPAQ by the U.S. Department of Labor, a project which expanded on work previously conducted by Dr. Benus in the area of entrepreneurship training programs. This five-year evaluation project enabled IMPAQ to begin the growth trajectory that has continued to today.

Once established as a leader in the evaluation of workforce programs as a result of its ground-breaking work performed for the U.S. Department of Labor, IMPAQ next expanded its reach into the health care policy area, winning contracts to support projects for the Centers for Medicare & Medicaid Services, the Agency for Healthcare Research and Quality, the Centers for Disease Control and Prevention, and the National Institutes of Health of the U.S. Department of Health and Human Services. This work has enabled IMPAQ to quickly become a market leader in the health care research and evaluation arena.

The firm's record of excellence is rooted in its strong and identifiable culture. From its inception as a small boutique to its current status as a thriving research firm, the founders have deliberately cultivated and fostered a respectful work environment, hiring diverse, multi-disciplinary, well-educated, and businesslike team members where each staff member's contribution is recognized and respected.

Our diverse research team and survey center staff now numbers more than 200 people, including individuals with advanced degrees in such areas as economics, public policy, health policy and management, public administration, anthropology, statistics, industrial/organizational psychology, business management, information technology, and computer science.

### **Mission Statement**

IMPAQ's mission is to provide exemplary research and consulting services to its domestic and international clients in the areas of impact evaluation studies, applied research, policy analysis, quantitative and qualitative data analysis, and technical assistance.

Our work is focused on the evaluation of social programs and policies, particularly those that target assistance to the most vulnerable groups in society. We apply rigorous evaluation techniques to help our clients identify programs and policies that are effective and help to support their implementation. In doing so, we believe that our work can make and has made a real difference in creating and fostering social change.

Our staff is dedicated to delivering work products that meet or exceed professional standards for research quality and that are delivered on-time and within budget. Equally as important, we believe in providing personalized services and approaches to our clients and in working collaboratively with them to achieve successful project outcomes.

**GENERAL SERVICES ADMINISTRATION  
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

**CUSTOMER INFORMATION**

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- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:** 874-1, 874-1RC, 874-7 and 874-7RC – see pages 4 - 6 for pricing. This contract includes labor prices only. Other Direct Costs (ODCs) necessary to complete services will be included in proposals and may be ordered in accordance with the procedures laid out in FAR 8.4.02(f).
- 1b. Identification of the lowest priced model:** N/A
- 1c. Labor Category Descriptions:** Please see pages 7 - 77 for a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services.
- 2. Maximum Order:** \$1,000,000.00
- 3. Minimum Order:** \$100.00
- 4. Geographic Coverage (delivery Area):** Domestic and Overseas
- 5. Point(s) of production (city, county, and state or foreign country):** Same as company address
- 6. Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.
- 7. Quantity discounts:** None Offered
- 8. Prompt payment terms:** Net 30 days
- 9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold:**  
Yes
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Will accept over \$3,000
- 10. Foreign items (list items by country of origin):** None
- 11a. Time of Delivery (Contractor insert number of days):** 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 Points(s):** Destination
- 13a. Ordering Address(es):** Same as Contractor
- 13b. Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage ([fss.gsa.gov/schedules](http://fss.gsa.gov/schedules)).
- 14. Payment address(es):** Same as company address
- 15. Warranty provision:** Contractor's standard commercial warranty.
- 16. Export Packing Charges (if applicable):** N/A
- 17. Terms and conditions of Government purchase 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 of 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. Preventive maintenance (if applicable):** N/A
- 24a. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants:**  
N/A
- 24b. Section 508 compliance:** Section 508 information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contactor's website or other location.) The EIT standards can be found at: [www.Section508.gov/](http://www.Section508.gov/).
- 25. Data Universal Numbering System (DUNS) number:** 088656512
- 26. Notification regarding registration in Central Contractor Registration (CCR) database:** Registered

**IMPAQ INTERNATIONAL, LLC**  
**AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

The following Price List applies to SINs: **874-1/874-1RC** (*Integrated Consulting Services*), and **874-7/874-7RC** (*Integrated Business Program Support Services*).

**Labor Category Pricing**

Labor Category	Year 6 (2013-2014)	Year 7 (2014-2015)	Year 8 (2015-2016)	Year 9 (2016-2017)	Year 10 (2017-2018)
Data Entry Assistant I	\$32.83	\$33.95	\$35.10	\$36.29	\$37.53
Administrative Assistant I	\$56.48	\$58.40	\$60.38	\$62.44	\$64.56
Administrative Assistant II	\$66.43	\$68.69	\$71.02	\$73.44	\$75.94
Administrative Assistant III	\$78.93	\$81.61	\$84.38	\$87.25	\$90.22
Administrative Assistant IV	\$81.20	\$83.96	\$86.82	\$89.77	\$92.82
Survey Center Interviewer I	\$32.83	\$33.95	\$35.10	\$36.29	\$37.53
Survey Center Interviewer II	\$39.41	\$40.75	\$42.13	\$43.56	\$45.04
Survey Center Interviewer III	\$45.97	\$47.53	\$49.15	\$50.82	\$52.55
Survey Center Supervisor I	\$45.97	\$47.53	\$49.15	\$50.82	\$52.55
Survey Center Supervisor II	\$49.25	\$50.92	\$52.66	\$54.45	\$56.30
Survey Center Assistant Manager I	\$86.13	\$89.06	\$92.09	\$95.22	\$98.46
Survey Center Manager I	\$127.98	\$132.33	\$136.83	\$141.48	\$146.29
Survey Director I	\$236.79	\$244.84	\$253.16	\$261.77	\$270.67
MIS Engineer I	\$59.30	\$61.32	\$63.40	\$65.56	\$67.79
MIS Engineer II	\$70.88	\$73.29	\$75.79	\$78.36	\$81.03
MIS Engineer III	\$90.16	\$93.23	\$96.40	\$99.68	\$103.07
Programmer I	\$108.64	\$112.34	\$116.16	\$120.10	\$124.19
Programmer II	\$116.64	\$120.61	\$124.71	\$128.95	\$133.34
Programmer III	\$132.60	\$137.11	\$141.77	\$146.59	\$151.57
IT Director I	\$143.46	\$148.33	\$153.38	\$158.59	\$163.99
Database/Systems Analyst I	\$60.95	\$63.02	\$65.16	\$67.38	\$69.67
IT Systems Administrator I	\$60.95	\$63.01	\$65.16	\$67.38	\$69.67
Director, Data Systems & Software Architecture I	\$206.72	\$213.75	\$221.02	\$228.53	\$236.30

<b>Labor Category</b>	<b>Year 6 (2013-2014)</b>	<b>Year 7 (2014-2015)</b>	<b>Year 8 (2015-2016)</b>	<b>Year 9 (2016-2017)</b>	<b>Year 10 (2017-2018)</b>
Analyst II	\$29.49	\$30.49	\$31.53	\$32.60	\$33.71
Lead Analyst II	\$33.92	\$35.07	\$36.26	\$37.49	\$38.77
Recruitment Analyst I	\$40.17	\$41.53	\$42.95	\$44.41	\$45.92
Recruitment Analyst II	\$49.62	\$51.31	\$53.05	\$54.86	\$56.72
Research Analyst I	\$64.72	\$66.92	\$69.19	\$71.55	\$73.98
Research Analyst II	\$73.83	\$76.34	\$78.93	\$81.62	\$84.39
Research Analyst III	\$76.97	\$79.59	\$82.29	\$85.09	\$87.99
Research Analyst IV	\$88.40	\$91.40	\$94.51	\$97.72	\$101.05
Research Analyst V	\$95.98	\$99.24	\$102.61	\$106.10	\$109.71
Research Associate I	\$97.45	\$100.76	\$104.19	\$107.73	\$111.39
Research Associate II	\$103.36	\$106.87	\$110.51	\$114.26	\$118.15
Research Associate III	\$110.98	\$114.75	\$118.65	\$122.69	\$126.86
Research Associate IV	\$118.39	\$122.42	\$126.58	\$130.88	\$135.33
Research Associate V	\$124.77	\$129.02	\$133.40	\$137.94	\$142.63
Research Associate VI	\$135.83	\$140.44	\$145.22	\$150.16	\$155.26
Research Associate VII	\$140.26	\$145.03	\$149.96	\$155.06	\$160.33
Senior Research Associate I	\$143.81	\$148.70	\$153.75	\$158.98	\$164.39
Senior Research Associate II	\$153.93	\$159.17	\$164.58	\$170.17	\$175.96
Senior Research Associate III	\$157.87	\$163.24	\$168.79	\$174.53	\$180.46
Senior Research Associate IV	\$177.18	\$183.20	\$189.43	\$195.87	\$202.53
Senior Research Associate V	\$194.64	\$201.26	\$208.10	\$215.18	\$222.49
Senior Research Associate VI	\$203.78	\$210.70	\$217.87	\$225.27	\$232.93
Senior Research Associate VII	\$226.65	\$234.36	\$242.33	\$250.57	\$259.09
Senior Research Associate VIII	\$264.08	\$273.06	\$282.35	\$291.95	\$301.87
Senior Research Associate IX	\$284.14	\$293.80	\$303.79	\$314.12	\$324.80
Senior Research Associate X	\$295.30	\$305.34	\$315.72	\$326.45	\$337.55
Senior Research Associate XIII	\$324.84	\$335.89	\$347.31	\$359.12	\$371.33

Labor Category	Year 6 (2013-2014)	Year 7 (2014-2015)	Year 8 (2015-2016)	Year 9 (2016-2017)	Year 10 (2017-2018)
Medical Director I	\$287.93	\$297.72	\$307.84	\$318.30	\$329.13
Assistant Project Manager I	\$75.62	\$78.19	\$80.84	\$83.59	\$86.44
Project Manager I	\$85.07	\$87.96	\$90.95	\$94.04	\$97.24
Project Manager/Director I	\$127.96	\$132.31	\$136.81	\$141.46	\$146.27
Project Manager/Director II	\$144.60	\$149.52	\$154.61	\$159.86	\$165.30
Project Manager/Director III	\$164.18	\$169.76	\$175.53	\$181.50	\$187.67
Project Manager/Director IV	\$177.18	\$183.20	\$189.43	\$195.87	\$202.53
Project Manager/Director V	\$203.78	\$210.70	\$217.87	\$225.27	\$232.93
Project Manager/Director VI	\$228.87	\$236.65	\$244.69	\$253.01	\$261.62
Project Manager/Director VII	\$243.64	\$251.92	\$260.49	\$269.35	\$278.50
Project Manager/Director VIII	\$268.31	\$277.44	\$286.87	\$296.62	\$306.71
Vice President II	\$268.31	\$277.44	\$286.87	\$296.62	\$306.71
Vice President IV	\$294.87	\$304.89	\$315.26	\$325.98	\$337.06

1. Pricing based on a fixed escalation rate of 3.4%

### Service Contract Act (SCA) Matrix

SCA Eligible Contract Labor Category	SCA Equivalent Code - Title	WD Number
Data Entry Assistant I	01051 Data Entry Operator I	WD 05-2247
Administrative Assistant I	01311- Secretary I	WD 05-2247
Administrative Assistant II	01313 - Secretary III	WD 05-2247
Administrative Assistant III	01313 - Secretary III	WD 05-2247
Administrative Assistant IV	01020 - Administrative Assistant	WD 05-2247

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix and above. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.

**IMPAQ INTERNATIONAL, LLC**  
**LABOR CATEGORY DESCRIPTIONS**

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**1. Administrative Positions**

***Data Entry Assistant I***

**Job Profile**

Data Entry Assistants provide administrative support to research and evaluation projects being conducted by the IMPAQ research team. The Data Entry Assistant will work closely with IMPAQ researchers to enter all types of data in Excel, Word, SPSS, and other office software applications as needed to support survey and other data collection efforts. The position requires excellent analytical skills, exceptional accuracy, and attention to detail.

**Responsibilities**

- Data entry to support survey and other data analysis
- Data entry for tables, charts, presentations, and reports
- Other duties as assigned.

**Required Qualifications**

*Experience:*

- Typing skills
- Ability to use data entry software (e.g., Excel, SPSS data entry, MS Office)
- Follow-up and message taking skills
- Related job experience required (See Exhibit A)

*Knowledge, Skills and Abilities:*

- Excellent attention to detail
- Excellent organizational skills

## ***Administrative Assistant I***

### **Job Profile**

Administrative Assistants provide secretarial, administrative, and related office support to designated staff within the research and administrative divisions of the company. The position requires sound knowledge of office procedures, record keeping, Microsoft Office, and document processing. The Administrative Assistant must have excellent organizational skills, a demonstrated ability to multi-task and prioritize work, and the ability to interact successfully with staff and clients.

### **Responsibilities**

- Provide clerical support for reports, memos, and other project deliverables
- Make meeting arrangements and prepare conference and meeting materials (e.g., briefing books, meeting documents)
- Maintain project calendars (i.e., deliverable schedules)
- Take project meeting minutes/notes
- Make travel arrangements for designated project staff
- Prepare mass mailings and packages for shipping
- Create and edit forms, labels, standard letters, manuals
- Duplicate, assemble and collate documents
- Other duties as assigned

### **Required Qualifications**

#### *Experience:*

- Some college preferred or related job experience required (See Exhibit A)
- Prior experience supporting management staff

#### *Knowledge, Skills and Abilities:*

- Good telephone skills
- Ability to attend to detail
- Demonstrated organizational skills
- Ability to communicate effectively with all IMPAQ staff and clients
- Excellent interpersonal skills
- Excellent written and verbal communication skills
- Ability to work independently in fast paced environment
- Proficiency with Microsoft Office products, SharePoint

## ***Administrative Assistant II***

### **Job Profile**

Administrative Assistants provide secretarial, administrative, and related office support to designated staff within the research and administrative divisions of the company. The position requires sound knowledge of office procedures, record keeping, Microsoft Office, and document processing. The Administrative Assistant must have excellent organizational skills, a demonstrated ability to multi-task and prioritize work, and the ability to interact successfully with staff and clients.

### **Responsibilities**

- Provide clerical support for reports, memos, and other project deliverables
- Make meeting arrangements and prepare conference and meeting materials (e.g., briefing books, meeting documents)
- Maintain project calendars (i.e., deliverable schedules)
- Take project meeting minutes/notes
- Make travel arrangements for designated project staff
- Prepare mass mailings and packages for shipping
- Create and edit forms, labels, standard letters, manuals
- Duplicate, assemble and collate documents
- Other duties as assigned

### **Required Qualifications**

#### *Experience:*

- Some college preferred or related job experience required (See Exhibit A)
- Prior experience supporting management staff

#### *Knowledge, Skills and Abilities:*

- Good telephone skills
- Ability to attend to detail
- Demonstrated organizational skills
- Ability to communicate effectively with all IMPAQ staff and clients
- Excellent interpersonal skills
- Excellent written and verbal communication skills
- Ability to work independently in fast paced environment
- Proficiency with Microsoft Office products, SharePoint

## ***Administrative Assistant III***

### **Job Profile**

Administrative Assistants provide secretarial, administrative, and related office support to designated staff within the research and administrative divisions of the company. The position requires sound knowledge of office procedures, record keeping, Microsoft Office, and document processing. The Administrative Assistant III must have excellent organizational skills, a demonstrated ability to multi-task and prioritize work, and the ability to interact successfully with staff and clients.

### **Responsibilities**

- Provide clerical support for reports, memos, and other project deliverables
- Make meeting arrangements and prepare conference and meeting materials (e.g., briefing books, meeting documents)
- Maintain project calendars (i.e., deliverable schedules)
- Take project meeting minutes/notes
- Make travel arrangements for designated project staff
- Prepare mass mailings and packages for shipping
- Create and edit forms, labels, standard letters, manuals
- Duplicate, assemble and collate documents
- Other duties as assigned

### **Required Qualifications**

#### *Experience:*

- Some college preferred or related job experience required (See Exhibit A)
- Prior experience supporting management staff

#### *Knowledge, Skills and Abilities:*

- Good telephone skills
- Ability to attend to detail
- Demonstrated organizational skills
- Ability to communicate effectively with all IMPAQ staff and clients
- Excellent interpersonal skills
- Excellent written and verbal communication skills
- Ability to work independently in fast-paced work environment
- Proficiency with Microsoft Office products, SharePoint

## ***Administrative Assistant IV***

### **Job Profile**

Administrative Assistants provide secretarial, administrative, and related office support to designated staff within the research and administrative divisions of the company. The position requires sound knowledge of office procedures, record keeping, Microsoft Office, and document processing. The Administrative Assistant IV must have excellent organizational skills, a demonstrated ability to multi-task and prioritize work, and the ability to interact successfully with staff and clients.

### **Responsibilities**

- Provide clerical support for reports, memos, and other project deliverables
- Make meeting arrangements and prepare conference and meeting materials (e.g., briefing books, meeting documents)
- Maintain project calendars (i.e., deliverable schedules)
- Take project meeting minutes/notes
- Make travel arrangements for designated project staff
- Prepare mass mailings and packages for shipping
- Create and edit forms, labels, standard letters, manuals
- Duplicate, assemble and collate documents
- Other duties as assigned

### **Required Qualifications**

#### *Experience:*

- Some college preferred or related job experience required (See Exhibit A)
- Prior experience supporting management staff

#### *Knowledge, Skills and Abilities:*

- Good telephone skills
- Ability to attend to detail
- Demonstrated organizational skills
- Ability to communicate effectively with all IMPAQ staff and clients
- Excellent interpersonal skills
- Excellent written and verbal communication skills
- Ability to work independently in fast-paced work environment
- Proficiency with Microsoft Office products, SharePoint

## 2. Survey Center Positions

### *Survey Center Interviewer I*

#### **Job Profile**

Survey Center Interviewers administer computer-based, field-tested questionnaires to respondents over the telephone to collect survey information on a wide range of social and economic programs. Data collected is used only for research and analysis and is strictly confidential. Interviewers are essential to any study because they are the entry point for valid research data collection. The interviewer must read standardized survey questions word for word as they are written and maintain strict confidentiality of all information gathered.

#### **Responsibilities**

- Conduct telephone interviews for multiple research studies using computer assisted telephone interviewing (CATI) applications to gather and record responses
- Collect accurate, consistent and reliable data
- Record and code data collected
- Assist with locating and refusal conversion
- Assist with other duties as assigned, such as mail preparation, faxing, filing, etc.

#### **Required Qualifications**

##### *Experience:*

- Prior telephone based interviewing or customer service experience
- Experience with tracing, locating, and refusal conversion
- Experience with desktop computers and keyboarding
- Related job experience required (See Exhibit A)

##### *Knowledge, Skills and Abilities:*

- Must have excellent oral/written communication and comprehension skills
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to concentrate on-task despite some surrounding ambient noise
- Must be able to handle survey respondents and co-workers in a pleasant and professional manner
- Demonstrate ability to secure and maintain the cooperation of respondents on the telephone
- Must be willing and able to follow specific directions and established procedures
- Demonstrate ability to recognize problems and request supervisor assistance
- Bilingual in English and Spanish a plus, but not required

## **Survey Center Interviewer II**

### **Job Profile**

Survey Center Interviewers administer computer-based, field-tested questionnaires to respondents over the telephone to collect survey information on a wide range of social and economic programs. Data collected is used only for research and analysis and is strictly confidential. Interviewers are essential to any study because they are the entry point for valid research data collection. The interviewer must read standardized survey questions word for word as they are written and maintain strict confidentiality of all information gathered.

### **Responsibilities**

- Conduct telephone interviews for multiple research studies using computer assisted telephone interviewing (CATI) applications to gather and record responses
- Collect accurate, consistent and reliable data
- Record and code data collected
- Assist with locating and refusal conversion
- Assist with other duties as assigned, such as mail preparation, faxing, filing, etc.

### **Required Qualifications**

#### *Experience:*

- Prior telephone based interviewing or customer service experience
- Experience with tracing, locating, and refusal conversion
- Experience with desktop computers and keyboarding
- Related job experience required (See Exhibit A)

#### *Knowledge, Skills and Abilities:*

- Must have excellent oral/written communication and comprehension skills
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to concentrate on-task despite some surrounding ambient noise
- Must be able to handle survey respondents and co-workers in a pleasant and professional manner
- Demonstrate ability to secure and maintain the cooperation of respondents on the telephone
- Must be willing and able to follow specific directions and established procedures
- Demonstrate ability to recognize problems and request supervisor assistance
- Bilingual in English and Spanish a plus, but not required

## **Survey Center Interviewer III**

### **Job Profile**

Survey Center Interviewers administer computer-based, field-tested questionnaires to respondents over the telephone to collect survey information on a wide range of social and economic programs. Data collected is used only for research and analysis and is strictly confidential. Interviewers are essential to any study because they are the entry point for valid research data collection. The interviewer must read standardized survey questions word for word as they are written and maintain strict confidentiality of all information gathered.

### **Responsibilities**

- Conduct telephone interviews for multiple research studies using computer assisted telephone interviewing (CATI) applications to gather and record responses
- Collect accurate, consistent and reliable data
- Record and code data collected
- Assist with locating and refusal conversion
- Assist with other duties as assigned, such as mail preparation, faxing, filing, etc.

### **Required Qualifications**

#### *Experience:*

- Prior telephone based interviewing or customer service experience
- Experience with tracing, locating, and refusal conversion
- Experience with desktop computers and keyboarding
- Related job experience required (See Exhibit A)

#### *Knowledge, Skills and Abilities:*

- Must have excellent oral/written communication and comprehension skills
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to concentrate on-task despite some surrounding ambient noise
- Must be able to handle survey respondents and co-workers in a pleasant and professional manner
- Demonstrate ability to secure and maintain the cooperation of respondents on the telephone
- Must be willing and able to follow specific directions and established procedures
- Demonstrate ability to recognize problems and request supervisor assistance
- Bilingual in English and Spanish a plus, but not required

## **Survey Center Supervisor I**

### **Job Profile**

Survey Center Supervisors provide oversight of survey center interviewers in the collection of survey data to support research and evaluation projects. Supervisors will deliver interviewer training, monitor interview performance, and provide feedback to interviewers on their performance. Supervisors are responsible for ensuring the integrity of all data collected as part of research projects.

#### **Responsibilities**

- Manage the performance of interviewers
- Oversee attendance, shift operations, and survey data entry
- Train, encourage and motivate survey interview teams
- Monitor individual interviewer performance and handle interviewer performance issues
- Manage daily shift production activity including: interviewer project assignment, troubleshooting, and solving production issues
- Ensure required staffing capacity and daily production objectives are met
- Remain certified and cross-trained on all project surveys
- Assist in recruiting and interviewing as part of the hiring process for interviewers
- Execute start-up and close-down procedures for production systems and building security
- Perform other survey activities such as: interviewing, tracing, locating, and serving as a client liaison
- Assist with other duties as assigned by the Survey Center Manager

#### **Required Qualifications**

##### *Experience:*

- High school diploma
- College graduate preferred or related job experience required (See Exhibit A)
- Prior call center or production environment supervisory experience preferred
- Knowledge of principles and processes of survey research/CATI a plus

##### *Knowledge, Skills and Abilities:*

- Must have excellent oral communication and comprehension skills
- Strong supervisory skills, including performance monitoring and ability to provide feedback
- Bilingual in English and Spanish a plus
- Must work well as a team leader and team player
- Must be able manage to production schedules and productivity requirements
- Must be able to work on more than one task at a time

## ***Survey Center Supervisor II***

### **Job Profile**

Survey Center Supervisors provide oversight of survey center interviewers in the collection of survey data to support research and evaluation projects. Supervisors will deliver interviewer training, monitor interview performance, and provide feedback to interviewers on their performance. Supervisors are responsible for ensuring the integrity of all data collected as part of research projects.

#### **Responsibilities**

- Manage the performance of interviewers
- Oversee attendance, shift operations, and survey data entry
- Train, encourage and motivate survey interview teams
- Monitor individual interviewer performance and handle interviewer performance issues
- Manage daily shift production activity including: interviewer project assignment, troubleshooting, and solving production issues
- Ensure required staffing capacity and daily production objectives are met
- Remain certified and cross-trained on all project surveys
- Assist in recruiting and interviewing as part of the hiring process for interviewers
- Execute start-up and close-down procedures for production systems and building security
- Perform other survey activities such as: interviewing, tracing, locating, and serving as a client liaison
- Assist with other duties as assigned by the Survey Center Manager

#### **Required Qualifications**

##### *Experience:*

- High school diploma
- College graduate preferred or related job experience required (See Exhibit A)
- Prior call center or production environment supervisory experience preferred
- Knowledge of principles and processes of survey research/CATI a plus

##### *Knowledge, Skills and Abilities:*

- Must have excellent oral communication and comprehension skills
- Strong supervisory skills, including performance monitoring and ability to provide feedback
- Bilingual in English and Spanish a plus
- Must work well as a team leader and team player
- Must be able manage to production schedules and productivity requirements
- Must be able to work on more than one task at a time

## ***Survey Center Assistant Manager I***

### **Job Profile**

Survey Center Assistant Managers oversee the administration of computer based, field tested questionnaires to respondents over the telephone to collect survey information on a wide range of social and economic programs. Survey Center Assistant Managers provide leadership to the ongoing Survey Center operations and serve as manager of each shift's operations. Survey Center Assistant Managers provide onsite supervision and monitor operations on a regularly scheduled basis; ensure shift schedules have sufficient interviewer capacity on duty to meet production objectives; delegate, with oversight, work-related tasks; initiate and manage regular and ad hoc meetings with supervisors and interviewers; and oversee performance monitoring to ensure production levels and survey accuracy. Survey Center Assistant Managers are responsible for ensuring the technical quality of data collection efforts and are responsible for ensuring cost-effective and efficient data collection efforts in support of specific research projects.

### **Responsibilities**

- Works in close collaboration with management staff to ensure that shift activities are effectively integrated into overall Survey Center operations
- Provides ongoing communication, input, and feedback on issues and concerns impacting shift operations
- Serves as Survey Center lead for technical data issues and activities (e.g., provides Survey Center Manager with current, accurate information to facilitate project monitoring)
- Oversees quality of data collection; troubleshoots technical issues, answers project-related questions; ensures project-defined protocol/procedures are followed
- Uploads sample for survey and develops and implements validation protocols
- Works with IT staff to ensure technical issues (e.g., phone capabilities, scheduler and dialer) are resolved timely. Works with programmers to address Survey Center needs
- Manages employee performance; obtains input regarding employee performance and provides formal feedback on a regular basis; evaluates and coaches employees on their developmental needs; encourages and motivates supervisors and interviewers to achieve maximum productivity in a pleasant work environment
- Manages time and attendance; ensures employee compliance with time and attendance policies and procedures; reviews and approves timesheets on a daily basis; approves or denies leave requests; manages leave requests to ensure adequate work coverage during employee absences
- Manages employee conduct; handles performance issues as needed; works with subordinate supervisors to establish and administer Performance Improvement Plans; advises and ensures employee compliance with company policies, procedures and guidelines; implements progressive discipline as needed.

### **Required Qualifications**

#### *Experience:*

- College graduate or related job experience required (See Exhibit A)
- Knowledge of principles and processes of survey research/CATI
- SQL Server familiarity and/or experience with relational databases
- 5+ years of prior call center or production environment management experience

*Knowledge, Skills, and Abilities:*

- Must have excellent oral communication and comprehension skills
- Must work well as a team leader and team player
- Must be able to manage production schedules and productivity requirements
- Must be able to multi-task
- Bilingual in English and Spanish a plus

## ***Survey Center Manager I***

### **Job Profile**

The Survey Center Manager provides broad oversight, direction, and management to Survey Center operations. The Survey Center Manager works with IMPAQ researchers to support project requirements and is involved in the development of implementation plans for survey data collection efforts.

#### **Responsibilities**

- Works closely with Survey Center Director to establish goals, assess project needs, and develop policies and procedures
- Collaborates with other project managers to ensure project needs are met (developing reports, providing ongoing updates, etc.)
- Provides oversight and direction to the ongoing management of the Survey Center in collaboration with other Survey Center managers and supervisory staff
- Conducts regular staff meetings with supervisors and staff
- Establishes overall Survey Center policies, goals and objectives, production levels, and accuracy requirements
- Assesses current and future staffing needs based on organizational goals and realistic budget projections
- Using merit principles, ensures staff are appropriately selected, trained and developed, utilized, appraised and rewarded
- Develops strategies using current or new technology to enhance operations; understands the impact of technology changes on the organization
- In unusual circumstances, renders decisions on conflicts and disagreements which have been not been resolved at subordinate levels
- Works closely with the Survey Center Assistant Manager(s) and supervisors to ensure successful survey center operations
- Evaluates and manages project budgets through oversight and monitoring of both external (subcontractors) and internal resources; prepares, justifies, monitors and administers the Survey Center budget, using cost-benefit approaches to setting priorities
- Develops and submits monthly reports related to projects as required
- Performs other duties as assigned

#### **Required Qualifications**

##### *Experience:*

- College graduate preferred or equivalent experience (See Exhibit A)
- Prior call center or production environment management experience
- Knowledge of principles and processes of survey research/CATI

##### *Knowledge, Skills, and Abilities:*

- Must have excellent oral communication and comprehension skills
- Bilingual in English and Spanish a plus
- Must work well as a manager, delegating work through subordinate staff and have experience in building effective teams

- Must be able to manage production schedules and productivity requirements
- Must be able to multi-task

## **Survey Director I**

### **Job Profile**

Survey Directors manage all aspects of the survey center from operations to customer response and deliverables. Survey Directors are responsible for all survey information that is collected on a wide range of social and economic programs. The Survey Director ensures that data collected is used only for research and analysis and is strictly confidential.

#### **Responsibilities**

- Works with Project Managers conducting client-based research and evaluation projects to develop overall project methodology
- Designs, pre-tests, and obtains appropriate clearance for data collection instruments
- Develops training materials and delivers training to Survey Center staff on methodology and data collection strategies and approaches
- Participates in project/in-process reviews with the customer and the work team
- Serves as the technical point of contact with the customer on all Survey Center inquiries
- Provides expert guidance to the Survey Center staff
- Ensures that all deliverable requirements to the customer are met

#### **Required Qualifications**

##### *Experience:*

- Advanced degree in Social Sciences (MA/Ph.D.) or equivalent experience (See Exhibit A)
- Knowledge of principles and processes of survey research/CATI
- Significant experience in managing projects and/or programs
- Years of progressively complex research project management experience
- Extensive knowledge of research design and implementation

##### *Knowledge, Skills, and Abilities:*

- Must have excellent oral communication and comprehension skills
- Must work well as a manager, delegating work through subordinate staff and have experience in building effective teams
- Must be able to manage production schedules and productivity requirements
- Must be able to multi-task

### 3. IT and Programmer Positions

#### ***MIS Engineer I***

##### **Job Profile**

MIS Engineers will provide effective and efficient day-to-day IT support to researchers on specific contracts. The MIS Engineer will work most closely with the IMPAQ IT Director and IT staff to identify, diagnose, troubleshoot, and resolve computer software/hardware related issues that may hinder the processing of research data. MIS Engineers must be able to work some weekends or after-hours as needed to ensure contract performance and research data security for all contracts, tasks, and projects.

##### **Responsibilities**

- Respond to incoming IT requests from researchers via phone or email
- Perform hands-on fixes at the desktop level, including installing and upgrading software, installing hardware, and configuring systems and applications
- Coordinate equipment repairs with vendors
- Perform IT-related tasks including: running hardware diagnostics; troubleshooting hardware and printer functionality; configuring hardware for new users; maintaining computer equipment and supplies inventory; and participating in disaster recovery rehearsals
- Setting up requested IT equipment for meetings and conferences

##### **Required Qualifications**

###### *Experience:*

- B.S. degree in Computer Science or Information Technology preferred or equivalent experience (See Exhibit A)
- 1 - 2 years full-time Help Desk Support experience
- Working knowledge and experience with Networking and Security, Windows 2000/2003 Server, Active Directory, Exchange 2003 Wireless devices, HP/Dell/Toshiba printers, Remote access/VPN, Microsoft Office 2003 and OS, Hardware/Software troubleshooting
- Linux (Cent-OS/Red Hat) and PDA (Blackberry/PalmOS) experience is a plus

###### *Knowledge, Skills, and Abilities:*

- Utmost reliability to work with network security and confidential data
- Excellent attention to detail, problem solving and organizational skills
- Handling difficult or sensitive situations in a professional manner
- Able to adapt to a growing user base and a changing work environment
- Able to reorganize priorities and respond quickly to issues escalated by IT management
- Must be proactive, self-driven and have the ability to resolve problems with minimal direction and oversight
- Demonstrate a positive attitude that reflects favorably on the company and the IT Department

## **MIS Engineer II**

### **Job Profile**

MIS Engineers will provide effective and efficient day-to-day IT support to researchers on specific contracts. The MIS Engineer will work most closely with the IMPAQ IT Director and IT staff to identify, diagnose, troubleshoot, and resolve computer software/hardware related issues that may hinder the processing of research data. MIS Engineers must be able to work some weekends or after-hours as needed to ensure contract performance and research data security for all contracts, tasks, and projects.

### **Responsibilities**

- Respond to incoming IT requests from researchers via phone or email
- Perform hands-on fixes at the desktop level, including installing and upgrading software, installing hardware, and configuring systems and applications
- Coordinate equipment repairs with vendors
- Perform IT-related tasks including: running hardware diagnostics; troubleshooting hardware and printer functionality; configuring hardware for new users; maintaining computer equipment and supplies inventory; and participating in disaster recovery rehearsals
- Setting up requested IT equipment for meetings and conferences

### **Required Qualifications**

#### *Experience:*

- B.S. degree in Computer Science or Information Technology preferred or equivalent experience (See Exhibit A)
- 1 - 2 years full-time Help Desk Support experience
- Working knowledge and experience with Networking and Security, Windows 2000/2003 Server, Active Directory, Exchange 2003 Wireless devices, HP/Dell/Toshiba printers, Remote access/VPN, Microsoft Office 2003 and OS, Hardware/Software troubleshooting
- Linux (Cent-OS/Red Hat) and PDA (Blackberry/PalmOS) experience is a plus

#### *Knowledge, Skills, and Abilities:*

- Utmost reliability to work with network security and confidential data
- Excellent attention to detail, problem solving and organizational skills
- Handling difficult or sensitive situations in a professional manner
- Able to adapt to a growing user base and a changing work environment
- Able to reorganize priorities and respond quickly to issues escalated by IT management
- Must be proactive, self-driven and have the ability to resolve problems with minimal direction and oversight
- Demonstrate a positive attitude that reflects favorably on the company and the IT Department

## **MIS Engineer III**

### **Job Profile**

MIS Engineers will provide effective and efficient day-to-day IT support to researchers on specific contracts. The MIS Engineer will work most closely with the IMPAQ IT Director and IT staff to identify, diagnose, troubleshoot, and resolve computer software/hardware related issues that may hinder the processing of research data. MIS Engineers must be able to work some weekends or after-hours as needed to ensure contract performance and research data security for all contracts, tasks, and projects.

### **Responsibilities**

- Respond to incoming IT requests from researchers via phone or email
- Perform hands-on fixes at the desktop level, including installing and upgrading software, installing hardware, and configuring systems and applications
- Coordinate equipment repairs with vendors
- Perform IT-related tasks including: running hardware diagnostics; troubleshooting hardware and printer functionality; configuring hardware for new users; maintaining computer equipment and supplies inventory; and participating in disaster recovery rehearsals
- Setting up requested IT equipment for meetings and conferences

### **Required Qualifications**

#### *Experience:*

- B.S. degree in Computer Science or Information Technology preferred or equivalent experience (See Exhibit A)
- 1 - 2 years full-time Help Desk Support experience
- Working knowledge and experience with Networking and Security, Windows 2000/2003 Server, Active Directory, Exchange 2003 Wireless devices, HP/Dell/Toshiba printers, Remote access/VPN, Microsoft Office 2003 and OS, Hardware/Software troubleshooting
- Linux (Cent-OS/Red Hat) and PDA (Blackberry/PalmOS) experience is a plus

#### *Knowledge, Skills, and Abilities:*

- Utmost reliability to work with network security and confidential data
- Excellent attention to detail, problem solving and organizational skills
- Handling difficult or sensitive situations in a professional manner
- Able to adapt to a growing user base and a changing work environment
- Able to reorganize priorities and respond quickly to issues escalated by IT management
- Must be proactive, self-driven and have the ability to resolve problems with minimal direction and oversight
- Demonstrate a positive attitude that reflects favorably on the company and the IT Department

## ***Programmer I***

### **Job Profile**

Programmers are highly proficient in programming using statistical packages (SAS, STATA, SPSS) to support the processing and analysis of data for research projects. Programmers participate in all aspects of IMPAQ's current domestic and international research projects. Primary responsibilities include performing a variety of tasks related to SAS programming, data collection, data processing, quantitative and qualitative data analysis, report writing, and data manipulation.

#### **Responsibilities**

- Manipulating and managing data in SAS
- Performing statistical analyses to support research projects
- Creating customized, automated reports
- Creating presentation-quality data listings, summary tables and figures
- Performing other related duties as assigned

#### **Required Qualifications**

##### *Experience:*

- Undergraduate degree in economics, statistics, public policy or related field (See Exhibit A)
- 3-5 years of experience in writing SAS programming code
- 1-3 years of non-academic work experience

##### *Knowledge, Skills and Abilities:*

- Thorough knowledge of data processing management
- Thorough knowledge of SAS Basic, SAS/Stat and SAS Macros
- Strong analytical and organizational skills
- Good oral and written communication skills
- Ability to learn quickly and work in a collaborative team environment

## **Programmer II**

### **Job Profile**

Programmers are highly proficient in programming using statistical packages (SAS, STATA, SPSS) to support the processing and analysis of data for research projects. Programmers participate in all aspects of IMPAQ's current domestic and international research projects. Primary responsibilities include performing a variety of tasks related to SAS programming, data collection, data processing, quantitative and qualitative data analysis, report writing, and data manipulation.

#### **Responsibilities**

- Manipulating and managing data in SAS
- Performing statistical analyses to support research projects
- Creating customized, automated reports
- Creating presentation-quality data listings, summary tables and figures
- Performing other related duties as assigned

#### **Required Qualifications**

##### *Experience:*

- Undergraduate degree in economics, statistics, public policy or related field (See Exhibit A)
- 3-5 years of experience in writing SAS programming code
- 1-3 years of non-academic work experience

##### *Knowledge, Skills and Abilities:*

- Thorough knowledge of data processing management
- Thorough knowledge of SAS Basic, SAS/Stat and SAS Macros
- Strong analytical and organizational skills
- Good oral and written communication skills
- Ability to learn quickly and work in a collaborative team environment

## ***Programmer III***

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#### **Responsibilities**

- Manipulating and managing data in SAS
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#### **Required Qualifications**

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- Undergraduate degree in economics, statistics, public policy or related field (See Exhibit A)
- 3-5 years of experience in writing SAS programming code
- 1-3 years of non-academic work experience

##### *Knowledge, Skills and Abilities:*

- Thorough knowledge of data processing management
- Thorough knowledge of SAS Basic, SAS/Stat and SAS Macros
- Strong analytical and organizational skills
- Good oral and written communication skills
- Ability to learn quickly and work in a collaborative team environment

## ***IT Director I***

### **Job Profile**

IT Director will focus on managing contract integrity and operational efficiency by maintaining the network infrastructure and security for all contracts, tasks, and projects under their purview. This position will manage, develop and organize contract research functions intended to achieve strategic contractual goals and objectives with internal and external customers by emphasizing data security, continuity of operations, and access to information from internal and external sources without data loss or exposure.

### **Responsibilities**

- Works with Project Managers and other researchers to identify data processing, security, communications, and other systems needs and supports the implementation of specific solutions to support individual research projects
- Provides oversight to ensure new operations plans, policies, procedures, and transition/migration plans are consistent with overall contract goals and objectives
- Designs and implements network, data transfer, and security procedures and systems to support individual projects and contracts
- Oversees the implementation of network and data security at the contract and corporate levels
- Effectively communicates relevant IT-related information to senior management that might impact project or contract performance

### **Required Qualifications**

#### *Experience:*

- Experience in the management of an IT infrastructure (See Exhibit A)
- Experience working in support of research organizations
- Working knowledge and experience with Networking and Security, Windows 2000/2003 Server, Active Directory, Exchange 2003 Wireless devices, HP/Dell/Toshiba printers, Remote access/VPN, Microsoft Office 2003 and OS, Hardware/Software troubleshooting

#### *Knowledge, Skills, and Abilities:*

- Utmost reliability to work with network security and confidential data
- Excellent attention to detail, problem solving and organizational skills
- Handling difficult or sensitive situations in a professional manner
- Able to adapt to a growing user base and a changing work environment
- Able to reorganize priorities and respond quickly to issues escalated by IT management
- Must be proactive, self-driven and have the ability to resolve problems with minimal direction and oversight
- Demonstrate a positive attitude that reflects favorably on the company and the IT Department

## ***Database/Systems Analyst III***

### **Job Profile**

The Database/Systems Analyst provides and maintains technology services to effectively plan, operate, and maintain technology solutions for a client. The individual designs and implements technology solutions that enhance client capabilities and effectiveness.

### **Responsibilities**

- Provide system and management analysis for programs and provide information that will be used for making decisions on the administrative and programmatic aspects of these programs
- Analyze program requirements to develop program or administrative systems including the systems specifications, data gathering and analytical techniques, and systems evaluation methodology
- Analyze and evaluate the effectiveness of program operations in meeting established goals and objectives
- Develop ad-hoc queries to access applicable program data, extract and prepare data in a variety of electronic formats for end users, and respond effectively to requests for case, trend, or other program information from staff
- Use object-oriented programming languages, as well as client and server applications development processes and multimedia and Internet technology, to automate staff functions designed to improve work flow
- Test, maintain, and monitor applicable program applications and other related systems
- Train staff and users to work with program applications and other related systems, and where necessary, provide assistance in solving computer related problems and issues
- Provide and maintain technology services to effectively plan, operate, and maintain technology solutions
- Work cooperatively with existing onsite data technology specialist to coordinate any overlapping activities
- Monitor on a daily basis system performance and identify and resolve system problems

### **Required Qualifications**

#### *Experience:*

- A minimum of a college degree from an accredited college or university with an emphasis in computer sciences or any related area or equivalent experience (See Exhibit A)
- Preferred: professional experience developing and maintaining relational databases in Microsoft SQL and Oracle Intermediate level proficiency in using word processing and database software
- Intermediate level skill in Microsoft Office

#### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service

- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## ***IT Systems Administrator II***

### **Job Profile**

The IT Systems Administrator provides day-to-day hardware and network support to the end users in support of the project; interfaces with client counterparts.

#### **Responsibilities**

- Participate in managing user accounts and shared accounts on the network and applications/case management systems
- Install and maintain workstation and office automation configurations and software
- Troubleshoot workstation problems and provide end-user support
- Assist in managing network resources, including video conferencing, printers, servers, PCs, switches, etc.
- Perform backups, system shutdowns, and other routine maintenance tasks
- Participate in software and hardware migrations

#### **Required Qualifications**

##### *Experience:*

- A minimum of a college degree from an accredited college or university with an emphasis in computer science, engineering or related technology, or equivalent experience (See Exhibit A);
- Preferred: experience in maintaining information technology systems, Local Area Networks (LANs), and/or remote user LAN access

##### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## **Director, Data Systems & Software Architecture**

### **Job Profile**

The Director, Data Systems & Software Architecture focuses on maintaining and enhancing the data storage and processing infrastructure for IMPAQ's client projects, which includes administration of database products (e.g., MS SQL Server, Oracle DB), data processing software (e.g., SAS, STATA, nVivo), and network storage (e.g., Storage Area Networks). This position requires expertise in the architectural components of networks (e.g., distributed client server) and software systems (e.g., Web vs. Windows-based).

### **Responsibilities**

- Works with Project Managers and other researchers to identify data processing, storage, backup, security, communications, and other systems needs and supports the implementation of specific solutions to support individual research projects
- Designs and implements network, data transfer, and security procedures and systems to support individual projects and contracts
- Oversees the implementation of data storage and processing at the contract and corporate levels
- Serve as project leader for data driven projects, providing operational oversight and technical direction for system design and data analysis
- Effectively communicate relevant IT-related information to senior management that might impact project or contract performance.

### **Required Qualifications**

#### *Experience:*

- Bachelors Degree in Information Science/Systems (See Exhibit A)
- Experience in the management of database systems, data storage, and data processing infrastructure
- Experience working in a decision-making capacity regarding network and software architectures
- Experience working in support of research organizations

#### *Knowledge, Skills, and Abilities:*

- Utmost reliability to work with network security and confidential data
- Excellent attention to detail, problem solving and organizational skills
- Handling difficult or sensitive situations in a professional manner
- Able to adapt to a growing user base and a changing work environment
- Demonstrate leadership in initiating, developing and building business development activities for current and new clients, effectively manage research projects, and provide leadership to team members
- Contribute to building areas of expertise
- Experience writing publications

## 4. Research Positions

### *Recruitment Analyst I*

#### **Job Profile**

The Recruitment Analyst I is responsible for providing administrative support to the recruiting Analyst II in the preparation of correspondence using word processing and database software.

#### **Responsibilities**

- Respond to telephone inquiries and assist and direct callers to the appropriate professional staff
- Perform data entry and file maintenance in an accurate manner
- Ensure that incoming mail is sorted and routed properly on a daily basis
- Provide administrative support as required in all aspects of the contract activities
- Assist in the preparation of responses to request under the Freedom of Information Act (FOIA)

#### **Required Qualifications**

##### *Experience:*

- Must have a minimum of a degree from an accredited college or university or equivalent experience (See Exhibit A)
- Intermediate level proficiency in using word processing and database software
- Intermediate level skill in Microsoft Office

##### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent analytical/oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## ***Recruitment Analyst II***

### **Job Profile**

The Recruitment Analyst II is responsible for providing the following supervised recruitment activities.

#### **Responsibilities**

- Reviewing employer recruitment documentation for completeness and inaccuracies/errors or omissions
- Providing supervised recruitment of employer recruitment efforts in accordance with regulations and requirements
- Preparing a variety of documents, correspondence, and management/production reports
- Conducting reviews of employer documentation failing to meet regulatory requirements and other program integrity functions

#### **Required Qualifications**

##### *Experience:*

- Must have a minimum of a degree from an accredited college or university or equivalent experience (See Exhibit A)
- Intermediate level proficiency in using word processing and database software
- Intermediate level skill in Microsoft Office

##### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent analytical/oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## ***Analyst II***

### **Job Profile**

The Analyst II is responsible for providing in-depth, substantive review and associated analysis of various processes relevant to client needs.

#### **Responsibilities**

- Review workflow products for completeness and inaccuracies/errors or omissions
- Conduct determinations and other program integrity reviews
- Address customer and case status inquiries via phone, email, or mail correspondence
- Maintain files in an accurate manner
- Prepare a variety of documents, correspondence, and reports

#### **Required Qualifications**

##### *Experience:*

- Must have experience in a production-based and/or customer service environment (See Exhibit A)
- Intermediate level proficiency in using word processing and database software
- Intermediate level skill in Microsoft Office

##### *Knowledge, Skills, and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## **Lead Analyst II**

### **Job Profile**

The Lead Analyst II is responsible for providing in-depth, substantive review and associated analysis of various processes relevant to client needs. In addition to performing analyst tasks, the Lead Analyst II will also assist management with problem-solving, training, coaching, and other staff management activities in support of project and business goals.

### **Responsibilities**

- Assess the compliance and correctness of recommendations with applicable policies, procedures, directives and processing rules as applicable
- Answer questions regarding policy, procedures, directives, and processing rules from other analysts
- Review requests for prevailing wage determinations for completeness and inaccuracies/errors or omissions
- Conduct determinations and other program integrity reviews
- Make relevant recommendations to managers or staff on the disposition of requests
- Research, analyze, and draft responses to subject matter inquiries
- Address customer and case status inquiries via phone, email, or mail correspondence
- Assist management in meeting priority workloads and productivity goals
- Provide technical guidance and direction
- Respond to technical questions from other analysts
- Provide coaching support to other analysts to enhance performance and address personnel issues that may arise
- Assist management in overseeing other staff, including training, monitoring conduct, productivity, and performance

### **Required Qualifications**

#### *Experience:*

- Must have experience in a production-based and/or customer service environment (See Exhibit A)
- BA or AA Degree a plus

#### *Knowledge, Skills and Abilities:*

- Intermediate level proficiency in using word processing and database software
- Intermediate level skill in Microsoft Office
- Must type 45-55 wpm.
- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must be able to handle clients, members of the public, etc., in a pleasant and professional manner
- Must demonstrate ability to secure and maintain the cooperation of other staff
- Must be willing and able to help co-workers follow specific directions and established procedures

- Must demonstrate ability to handle difficult problems that arise with superior technical expertise and knowledge
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment as well as be able to follow established procedures

## **Research Analyst I**

### **Job Profile**

Research Analysts support the senior research team in conducting domestic and international project work and proposal writing. Research Analysts will contribute to project and proposal work through literature searches, research design, and statistical analyses.

### **Responsibilities**

- Apply quantitative/qualitative methods and techniques to manage and analyze research data
- Construct, clean and document datasets for both internal and project related use
- Create customized and presentation quality reports from data analysis results
- Participate in the design of research studies
- Support the preparation of technical procedures and reports
- Write, compile and proof assigned portions of proposals and project reports
- Review the work product to ensure quality and consistency of content
- Review professional publications to extract and summarize information relevant to assigned project and proposal work
- Provide administrative assistance, as required, to support the senior research team

### **Required Qualifications**

#### *Experience:*

- Undergraduate degree in related field required, Master's Degree preferred or equivalent experience (See Exhibit A)
- Data analysis using SAS, SPSS, STATA, Access, Excel and/or other database applications
- Research experience in economics, health, education, public policy or related fields
- Proposal and report preparation experience

#### *Knowledge, Skills, and Abilities:*

- Data analysis and data management knowledge
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Analyst II**

### **Job Profile**

Research Analysts support the senior research team in conducting domestic and international project work and proposal writing. Research Analysts will contribute to project and proposal work through literature searches, research design, and statistical analyses.

### **Responsibilities**

- Apply quantitative/qualitative methods and techniques to manage and analyze research data
- Construct, clean and document datasets for both internal and project related use
- Create customized and presentation quality reports from data analysis results
- Participate in the design of research studies
- Support the preparation of technical procedures and reports
- Write, compile and proof assigned portions of proposals and project reports
- Review the work product to ensure quality and consistency of content
- Review professional publications to extract and summarize information relevant to assigned project and proposal work
- Provide administrative assistance, as required, to support the senior research team

### **Required Qualifications**

#### *Experience:*

- Undergraduate degree in related field required, Master's Degree preferred or equivalent experience (See Exhibit A)
- Data analysis using SAS, SPSS, STATA, Access, Excel and/or other database applications
- Research experience in economics, health, education, public policy or related fields
- Proposal and report preparation experience

#### *Knowledge, Skills, and Abilities:*

- Data analysis and data management knowledge
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Analyst III**

### **Job Profile**

Research Analysts support the senior research team in conducting domestic and international project work and proposal writing. Research Analysts will contribute to project and proposal work through literature searches, research design, and statistical analyses.

#### **Responsibilities**

- Apply quantitative/qualitative methods and techniques to manage and analyze research data
- Construct, clean and document datasets for both internal and project related use
- Create customized and presentation quality reports from data analysis results
- Participate in the design of research studies
- Support the preparation of technical procedures and reports
- Write, compile and proof assigned portions of proposals and project reports
- Review the work product to ensure quality and consistency of content
- Review professional publications to extract and summarize information relevant to assigned project and proposal work
- Provide administrative assistance, as required, to support the senior research team

#### **Required Qualifications**

##### *Experience:*

- Undergraduate degree in related field required, Master's Degree preferred or equivalent experience (See Exhibit A)
- Data analysis using SAS, SPSS, STATA, Access, Excel and/or other database applications
- Research experience in economics, health, education, public policy or related fields
- Proposal and report preparation experience

##### *Knowledge, Skills, and Abilities:*

- Data analysis and data management knowledge
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Research Analyst IV**

### **Job Profile**

Research Analysts support the senior research team in conducting domestic and international project work and proposal writing. Research Analysts will contribute to project and proposal work through literature searches, research design, and statistical analyses.

#### **Responsibilities**

- Apply quantitative/qualitative methods and techniques to manage and analyze research data
- Construct, clean and document datasets for both internal and project related use
- Create customized and presentation quality reports from data analysis results
- Participate in the design of research studies
- Support the preparation of technical procedures and reports
- Write, compile and proof assigned portions of proposals and project reports
- Review the work product to ensure quality and consistency of content
- Review professional publications to extract and summarize information relevant to assigned project and proposal work
- Provide administrative assistance, as required, to support the senior research team

#### **Required Qualifications**

##### *Experience:*

- Undergraduate degree in related field required, Master's Degree preferred or equivalent experience (See Exhibit A)
- Data analysis using SAS, SPSS, STATA, Access, Excel and/or other database applications
- Research experience in economics, health, education, public policy or related fields
- Proposal and report preparation experience

##### *Knowledge, Skills, and Abilities:*

- Data analysis and data management knowledge
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Analyst V**

### **Job Profile**

Research Analysts support the senior research team in conducting domestic and international project work and proposal writing. Research Analysts will contribute to project and proposal work through literature searches, research design, and statistical analyses.

#### **Responsibilities**

- Apply quantitative/qualitative methods and techniques to manage and analyze research data
- Construct, clean and document datasets for both internal and project related use
- Create customized and presentation quality reports from data analysis results
- Participate in the design of research studies
- Support the preparation of technical procedures and reports
- Write, compile and proof assigned portions of proposals and project reports
- Review the work product to ensure quality and consistency of content
- Review professional publications to extract and summarize information relevant to assigned project and proposal work
- Provide administrative assistance, as required, to support the senior research team

#### **Required Qualifications**

##### *Experience:*

- Undergraduate degree in related field required, Master's Degree preferred or equivalent experience (See Exhibit A)
- Data analysis using SAS, SPSS, STATA, Access, Excel and/or other database applications
- Research experience in economics, health, education, public policy or related fields
- Proposal and report preparation experience

##### *Knowledge, Skills, and Abilities:*

- Data analysis and data management knowledge
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Associate I**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Research Associate II**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

### **Required Qualifications**

#### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Research Associate III**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Research Associate IV**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Associate V**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Associate VI**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Research Associate VII**

### **Job Profile**

Research Associates support the senior research team in conducting domestic and international project work and proposal writing. The Research Associate will contribute to project and proposal work through literature searches, research design, and statistical analyses. Research Associates will also provide guidance as needed to Research Analysts for project production and support.

#### **Responsibilities**

- Responsible for assisting senior research associates, program directors, and project managers in the execution of their research duties
- Works closely with assigned Project Managers/directors and / or other researchers in ensuring that focus is maintained on problem solution and task completion
- Monitors and prepares briefs on information regarding trends in program interest area

#### **Required Qualifications**

##### *Experience:*

- A Master's Degree or Ph.D. in economics, public policy, health policy, political science, or a related field or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

##### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## ***Senior Research Associate I***

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Senior Research Associate II**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate III**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Senior Research Associate IV**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Senior Research Associate V**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate VI**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate VII**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional and takes initiative

## **Senior Research Associate VIII**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate IX**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate X**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## **Senior Research Associate XIII**

### **Job Profile**

Sr. Research Associates manage the senior research team and conduct domestic and international project work and the management of proposal writing. The Sr. Research Associate will manage the project and proposal work through literature searches, research design, and statistical analyses. Sr. Research Associates will also provide guidance as needed to Research Analysts and Research Associate for project production and support.

### **Responsibilities**

- Responsible for the effective assessment of the approach taken or proposed to be utilized in executing a research initiative
- Works closely with assigned Project Managers, Research Fellows and/or other researchers in ensuring that focus is maintained on problem solution and task completion
- Participates in program/in-process reviews with the Customer and the Team; serves as a senior subject matter expert with the Customer
- Provides expert guidance
- Participates in producing deliverable requirements to the customer

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Work experience in a research organization beyond graduate school

#### *Knowledge, Skills, and Abilities:*

- Knowledge of advanced quantitative and qualitative analysis techniques
- Experience in using statistical programming software tools (e.g., SAS, STATA, SPSS)
- Strong research and data analysis skills
- Good oral and written communication skills
- Excellent organizational skills
- Able to learn quickly, take direction and work independently
- Use collaborative and consultative approaches to resolve issues
- Creative, professional, and takes initiative

## 5. Executive Positions

### *Medical Director I*

#### **Job Profile**

The Medical Director participates in the development of clinically accurate research plans and approaches, manages medium and large-sized client projects, conducts quantitative and qualitative health services research, and provides clinical knowledge and expertise on IMPAQ client projects.

#### **Responsibilities**

- Works with Project Managers and other researchers to develop clinically accurate research designs
- Manages medium and large-sized health services research projects
- Conducts qualitative and quantitative health services research
- Develops and delivers high quality reports and presentations

#### **Required Qualifications**

##### *Experience:*

- Board-certified physician (MD or DO) (See Exhibit A)
- Experience in clinical health care
- Experience in health services research
- Experience managing medium and large size research projects for federal clients

##### *Knowledge, Skills, and Abilities:*

- Demonstrated leadership and management ability
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Able to function as a leader who will enhance the effectiveness of specific contracts

## ***Assistant Project Manager I***

### **Job Profile**

The Assistant Project Manager/Supervisory Analyst will support the Project Manager/Supervisory Analyst to provide management and processing support to the client processes; assist in planning and setting production goals on a weekly basis; monitor performance of the staff against production goals.

#### **Responsibilities**

- Implement and manage the overall contract requirements
- Oversee the day-to-day activities of staff; monitor staff performance
- Supervise, direct, coordinate the activities and schedules of the staff
- Document, and maintain work processes and rules
- Assist in developing productions goals for staff
- Analyze and prepare reports on trends in customer inquiries/requests for assistance
- Recommend improvements in overall service

#### **Required Qualifications**

##### *Experience:*

- Must have a minimum of a degree from an accredited college or equivalent experience (See Exhibit A)

##### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## ***Project Manager I***

### **Job Profile**

The Project Manager/Supervisory Analyst manages and implements the overall contract requirements for a project. The individual oversees the day-to-day activities of the project staff; supervises, directs, and coordinates their activities and schedules; plans and sets production goals; monitors performance of the staff against production goals.

#### **Responsibilities**

- Implement and manage the overall contract requirements
- Oversee the day-to-day activities of the contract staff; monitor staff performance
- Supervise, direct, coordinate the activities and schedules of the staff
- Develop, document, and maintain work processes and rules
- Assist in developing productions goals
- Work with and coordinate the contractor's activities with the corresponding client staff, as required
- Analyze and prepare reports on trends in customer inquiries/requests for assistance
- Recommend improvements in overall service

#### **Required Qualifications**

##### *Experience:*

- Must have a minimum of a degree from an accredited college or university or equivalent experience (See Exhibit A)

##### *Knowledge, Skills and Abilities:*

- Must display a high degree of professionalism and integrity in interacting with the employers and coworkers
- Must have excellent oral/written communication and comprehension skills
- Must display a high level of sensitivity to the public and demonstrate an understanding how to provide excellent customer service
- Must be reliable regarding attendance
- Must be conscientious, responsible, and a good team player
- Must be efficient and accurate in completing assigned tasks
- Must be able to use independent judgment and to follow established procedures

## ***Project Manager/Director I***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program / in-process reviews with the customer and the work team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director II***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program / in-process reviews with the customer and the work team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director III***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program reviews with the customer and the project team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director IV***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program reviews with the customer and the project team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director V***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program reviews with the customer and the project team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director VI***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program reviews with the customer and the project team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

#### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director VII***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

#### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program reviews with the customer and the project team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

#### **Required Qualifications**

##### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

##### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Project Manager/Director VIII***

### **Job Profile**

The Project Manager/Director will focus on managing contract deliverables and systems, and ensuring operational efficiency. This position will manage, develop, and organize specific research functions intended to achieve contractual goals, deliverables and objectives for the customers.

#### **Responsibilities**

- Develop research methodologies and approaches for project performance
- Work closely with subordinate Task Leaders and other researchers in ensuring that focus is maintained on problem solution and task completion on specific contracts
- Participate in program / in-process reviews with the customer and the work team to ensure compliance of the contract and deliverable schedule
- Serves as the overall technical point of contact with the customer
- Provides expert guidance at the highest intellectual levels
- Ensures that all deliverable requirements to the customer are met

#### **Required Qualifications**

##### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Experience in managing projects and/or programs
- Years of progressively complex research project management experience

##### *Knowledge, Skills, and Abilities:*

- Able to function as a leader who will enhance the effectiveness of specific contracts
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Demonstrated leadership and management ability
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Responsible for the research and publication associated with that of being a generally accepted leader within the academic community
- Research and publication products are considered among the most important deliverables throughout the field of the particular discipline

## ***Vice President II***

### **Job Profile**

The Vice President will focus on enhancing project research staff operational efficiency for specific contract performance. The Vice President will identify contractual obstacles in performance, terms, and outside forces, and work with senior management of the customer or program in implementing new systems and methodologies to maintain contractual integrity, performance, and delivery. This position will advise, support, and organize both contract staff and research functions intended to achieve contractual goals and objectives.

### **Responsibilities**

- Develop client and teaming relationships
- Evaluate and analyze contract, task, and project financial and revenue data
- Assist in enhancing staff competency and accountability
- Assist with the development of the contract's organizational infrastructure
- Manage research and survey center staff
- Manage the implementation of the project's design with the senior management of the customer/program
- Participate in research team meeting to develop project methodology, deliverable schedule, and approaches
- Review client deliverables
- Serve as liaison to the client regarding project performance and contract issues

As a member of the IMPAQ Management Team, the Vice President will also participate in all aspects of staff performance reviews and financial management of each contract/task under their purview.

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Years of progressively complex research project management experience
- Experience in managing contracts and subcontracts

#### *Knowledge, Skills, and Abilities:*

- Demonstrated leadership and management ability
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Able to function as a leader who will enhance the effectiveness of specific contracts

## ***Vice President IV***

### **Job Profile**

The Vice President will focus on enhancing project research staff operational efficiency for specific contract performance. The Vice President will identify contractual obstacles in performance, terms, and outside forces, and work with senior management of the customer or program in implementing new systems and methodologies to maintain contractual integrity, performance, and delivery. This position will advise, support, and organize both contract staff and research functions intended to achieve contractual goals and objectives.

### **Responsibilities**

- Develop client and teaming relationships
- Evaluate and analyze contract, task, and project financial and revenue data
- Assist in enhancing staff competency and accountability
- Assist with the development of the contract's organizational infrastructure
- Manage research and survey center staff
- Manage the implementation of the project's design with the senior management of the customer/program
- Participate in research team meeting to develop project methodology, deliverable schedule, and approaches
- Review client deliverables
- Serve as liaison to the client regarding project performance and contract issues

As a member of the IMPAQ Management Team, the Vice President will also participate in all aspects of staff performance reviews and financial management of each contract/task under their purview.

### **Required Qualifications**

#### *Experience:*

- Graduate Level Education or equivalent experience (See Exhibit A)
- Years of progressively complex research project management experience
- Experience in managing contracts and subcontracts

#### *Knowledge, Skills, and Abilities:*

- Demonstrated leadership and management ability
- Extensive knowledge of research design and implementation
- Knowledge of contracts, accounting and finance
- Knowledge of Federal, State and International government/agency contracting
- Superior computer software skills including: Microsoft Office, database management, finance and accounting applications
- Able to function as a leader who will enhance the effectiveness of specific contracts

**Exhibit A - Experience and Education Requirements by Labor Category**

<b>Position</b>	<b>Labor Category</b>	<b>Grade Level</b>	<b>Years of Experience</b>	<b>Education Requirements</b>
<b>Administrative Positions</b>	Data Entry Assistant	I	0 years	High School Diploma or equivalent
	Administrative Assnt.	I	0 years	High School Diploma or equivalent
	Administrative Assnt.	II	3 years	High School Diploma or equivalent
	Administrative Assnt.	III	5 years	High School Diploma or equivalent
	Administrative Assnt.	IV	6 years	High School Diploma or equivalent
<b>Survey Center Positions</b>	Survey Center Interviewer	I	0 years	High School Diploma or equivalent
	Survey Center Interviewer	II	2 years	High School Diploma or equivalent
	Survey Center Interviewer	III	3 years	High School Diploma or equivalent
	Survey Center Supervisor	I	1 year	High School Diploma or equivalent
	Survey Center Supervisor	II	2 years	High School Diploma or equivalent
	Survey Center Assnt. Mgr.	I	2 years	High School Diploma or equivalent
	Survey Center Manager	I	3 years	Bachelors Degree
	Survey Director	I	5 years	Masters Degree or Ph.D.

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
<b>IT and Programmer Positions</b>	MIS Engineer	I	0 years	Bachelors Degree
	MIS Engineer	II	3 years	Bachelors Degree
	MIS Engineer	III	5 years	Bachelors Degree
	Programmer	I	3 years	Bachelors Degree
	Programmer	II	5 years	Bachelors Degree
	Programmer	III	7 years	Bachelors Degree
	IT Director	I	5 years	Bachelors Degree
	Database/Systems Analyst	III	3 years	Bachelors Degree
	IT Systems Administrator	II	2 years	Bachelors Degree
	Director, Data Systems & Software Architecture	I	10 years	Bachelors Degree in Information Systems/Sciences

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
Research Positions	Analyst	II	1 year	High School Diploma or equivalent
	Lead Analyst	II	1 year	High School Diploma or equivalent
	Recruitment Analyst	I	1 year	Bachelors Degree
	Recruitment Analyst	II	3 years	Bachelors Degree
	Research Analyst	I	1 year	Bachelors Degree
	Research Analyst	II	2 years	Bachelors Degree
	Research Analyst	III	3 years	Bachelors Degree
	Research Analyst	IV	5 years	Bachelors Degree
	Research Analyst	V	6 years	Bachelors Degree
	Research Associate	I	1 year	Masters Degree or Ph.D.
	Research Associate	II	2 years	Masters Degree or Ph.D.
	Research Associate	III	3 years	Masters Degree or Ph.D.
	Research Associate	IV	5 years	Masters Degree or Ph.D.
	Research Associate	V	6 years	Masters Degree or Ph.D.
	Research Associate	VI	7 years	Masters Degree or Ph.D.
	Research Associate	VII	8 years	Masters Degree or Ph.D.
	Sr. Research Associate	I	1 year	Ph.D. or Ed.D.
	Sr. Research Associate	II	2 years	Ph.D. or Ed.D.
	Sr. Research Associate	III	3 years	Ph.D. or Ed.D.
	Sr. Research Associate	IV	4 years	Ph.D. or Ed.D.
	Sr. Research Associate	V	5 years	Ph.D. or Ed.D.
	Sr. Research Associate	VI	6 years	Ph.D. or Ed.D.
	Sr. Research Associate	VII	7 years	Ph.D. or Ed.D.
	Sr. Research Associate	VIII	8 years	Ph.D. or Ed.D.
	Sr. Research Associate	IX	10 years	Ph.D. or Ed.D.
	Sr. Research Associate	X	15 years	Ph.D. or Ed.D.
Sr. Research Associate	XIII	20 years	Ph.D. or Ed.D.	

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
<b>Executive Positions</b>	Medical Director	I	10 years	MD or DO Degree
	Assistant Project Manager	I	3 years	Bachelors Degree
	Project Manager	I	5 years	Bachelors Degree
	Project Mgr./Director	I	1 year	Masters Degree or Ph.D.
	Project Mgr./Director	II	2 years	Masters Degree or Ph.D.
	Project Mgr./Director	III	3 years	Masters Degree or Ph.D.
	Project Mgr./Director	IV	4 years	Masters Degree or Ph.D.
	Project Mgr./Director	V	5 years	Masters Degree or Ph.D.
	Project Mgr./Director	VI	6 years	Masters Degree or Ph.D.
	Project Mgr./Director	VII	7 years	Masters Degree or Ph.D.
	Project Mgr./Director	VIII	10 years	Masters Degree or Ph.D.
	Vice President	II	15 years	Masters Degree or Ph.D.
	Vice President	IV	16 years	Masters Degree or Ph.D.

The following substitution of education experience with the work experience applies:

- MA/MS + 4 extra years experience = PhD/EdD
- BA/BS + 3 extra years of experience = MA/MS
- AA or High School equivalency + 4 extra years of experience = BA

## **AREAS OF SPECIALIZATION AND SERVICES**

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### **1. Program Evaluation and Applied Research Studies**

IMPAQ's staff is highly experienced in evaluating government programs, especially in the areas of workforce issues and health care programs. For example, IMPAQ's staff has advised government clients on the feasibility and impact of policies for improving health systems, social protection systems, public employment and training programs, and government payment systems. IMPAQ staff utilizes their experience with applied research to design and implement social safety net programs that target assistance to the most vulnerable groups in society. IMPAQ has provided evidence-based research and technical assistance on a variety of labor, health, and social safety net issues, including:

- Workforce investment and employment services
- Unemployment Insurance
- Social assistance and welfare reform
- Social policy technical assistance
- Privatization and economic restructuring
- Vocational education and workforce training
- Medicare Advantage
- Medicare Part D
- Retiree Drug Subsidy
- Medicare and Medicaid Demonstrations
- Quality of care
- Electronic health records
- Performance measurement & pay-for-performance
- Payment systems
- Mental health services.

### **2. Impact Evaluation Studies**

IMPAQ senior staff has extensive domestic and international experience in designing and evaluating the net impact of pilot demonstration programs as well as on-going government programs. IMPAQ staff includes experts in quantitative impact evaluations and are often invited to present seminars and training sessions on impact evaluation techniques. IMPAQ staff has also pioneered the use of quasi-experimental techniques in developing and transition economies to determine the net impact of social programs.

### **3. Survey Operations**

IMPAQ operates its own, in-house 50 work station Survey Center which is housed in our corporate office location. IMPAQ's Survey Center is equipped with integrated CATI, telephone systems, and VNC visual and audio monitoring systems which allow for multiple quality assurance monitoring capabilities. The IMPAQ Survey Center also provides clients with a private room to conduct visual and audio monitoring,

while maintaining a view of the entire survey center. Our Survey Center also has remote monitoring capabilities.

IMPAQ's Survey Center is open 7 days a week and is staffed seven days a week with experienced interviewers, supervisors, coders, locators, and programmers. The Survey Center maintains hours of operation from 9 a.m. to midnight (EST) to cover all available calling hours throughout the U.S.

#### **4. Database Administration**

IMPAQ designs and implements complex relational databases to support its research projects. IMPAQ staff has created systems using Oracle, SQL Server, Sybase, MySQL and MS Access, working in Linux and Microsoft operating systems. For example, IMPAQ designed a database system to support project data collection over the Internet. The IMPAQ database system gathers data from program participants, as well as from field staff. To protect sensitive personal information, the database design incorporates advanced security measures. Reliability and availability are achieved through server redundancy, redundant arrays of independent disks (RAID), and load balancing on the web servers. The database system includes features such as daily backups and monthly backups which are stored offsite.

#### **5. Management Information Systems/Data Analysis**

IMPAQ staff has technical expertise in architecting, designing, and implementing data collection systems customized to support evaluation studies. These systems are designed to meet high standards of security, reliability, scalability, and interoperability with other components of a given project's overall data collection and analysis system. In addition, IMPAQ staff has many years of experience in applying a wide range of econometric and statistical analysis techniques to many different social science datasets using software such as: SAS, Stata, and SPSS. For example, IMPAQ staff is currently designing and managing an Unemployment Insurance Administrative Data Warehouse for 17 states. IMPAQ staff also designed the Minimum Data Set (MDS) for a Medicaid national demonstration project. Finally, IMPAQ staff has in-depth experience with both procedural and object-oriented software development in programming simulations, modeling complex systems, performing econometric estimation, and health services research (HSR) methods.

#### **6. Custom Computer Programming**

Our software development team is experienced in both procedural and object-oriented languages and has developed custom software in a wide variety of fields. We have developed software that directly accesses relational databases, such as Oracle or SQL Server, and Microsoft-specific software, that reads from MS Access data files and writes to report templates in MS Excel format along with documentation that is easy to read and concise.

## **IMPAQ INTERNATIONAL, LLC**

### **SELECTED CURRENT AND PAST PROJECTS**

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#### **U.S. DEPARTMENT OF LABOR (DOL)**

##### ***Employment and Training Administration (ETA)***

###### ***Evaluation of the Growing America Through Entrepreneurship (GATE) Demonstration***

For the past seven years, IMPAQ has supported Project GATE, an experimental design evaluation project in Maine, Minnesota, and Pennsylvania. The goal of this project is to evaluate the effectiveness of providing entrepreneurial training services to individuals in urban and rural areas. IMPAQ was recently awarded a follow-up project to collect a third wave of data from program participants.

###### ***Evaluation of the Unemployment Insurance (UI) Program***

IMPAQ is currently conducting the Unemployment Insurance (UI) Program Study project. This study will provide the U.S. Department of Labor with detailed empirical information on the effectiveness of the U.S. Unemployment Insurance (UI) system.

###### ***Workforce Investment Act Net Impact Evaluation***

For the U.S. Department of Labor, IMPAQ is currently conducting a quasi-experimental design study to evaluate the impact of the Workforce Investment Act (WIA). IMPAQ is collecting and analyzing administrative and performance data from 15 representative states.

###### ***Regional Technical Assistance and Training Project***

IMPAQ is currently providing technical assistance support to three ETA Regional Offices (Regions I, II, and III) through the conduct of data collection activities, the provision of on-site technical assistance, and by providing conference and meeting planning support.

###### ***National Reemployment Project***

IMPAQ is supporting a national team of ETA senior managers in the design and delivery of a nationwide project aimed at improving cross-program collaboration and effectiveness in the reemployment process. This project includes data collection support, as well as the design and implementation of pilot projects in selected sites nationwide.

###### ***Project GATE II Evaluation***

IMPAQ is designing and implementing a random assignment evaluation of a second round of grantees funded under the Growing America Through Entrepreneurship (GATE) program. Four states (Virginia, Alabama, North Carolina, and Minnesota) are participating in the study. A non-experimental design is being used to analyze the data collected from Minnesota participants in the program.

###### ***Project Gate II Technical Assistance***

IMPAQ is providing technical assistance to the four states participating in the Project GATE II grantee program. Assistance includes the design of random assignment procedures, conduct of random assignment, and ongoing technical assistance support delivered through site visits and ongoing communication with site representatives.

***Community Colleges as the Classroom for America’s Workforce: Best Practices and Lessons Learned from the Field in Working with the Public Workforce System***

The purpose of this project is to study a sample of community colleges to identify challenges, promising strategies and best practices regarding retraining America’s workforce for in-demand industries.

***Office of Foreign Labor Certification Prevailing Wage Determination Processing Services Support and Help Desk Support (DC)***

The purpose of this project is to provide analytical, management, and administrative support to the U.S. Department of Labor’s Office of Foreign Labor Certification (OFLC) in processing requests from employers or their representatives for prevailing wage determinations (PWD) under the permanent and certain temporary foreign labor certification programs administered by OFLC.

***Office of Foreign Labor Certification Supervised Recruitment Program (Atlanta)***

The purpose of this project is to support the U.S. Department of Labor’s Office of Foreign Labor Certification (OFLC) through provision of administrative support in conducting selective supervised recruitment in the application process under the Permanent Labor Certification program of the OFLC National Processing Center located in Atlanta, GA.

***Office of Job Corps***

***Job Corps Survey National Data Collection Project***

IMPAQ is conducting over 70,000 telephone interviews annually as part of the Job Corps Survey National Data Collection Project. The data collected in these surveys are used to monitor the performance of the Job Corps program.

***Occupational Safety and Health Administration***

***Evaluating the Impact of OSHA’s Enforcement Interventions***

The goal of this project is to design a rigorous evaluation of the impact of OSHA enforcement procedures on the future safety and health compliance of businesses.

***Employment Standards Administration***

***Evaluating the Impact of the Wage and Hour Division’s Enforcement Procedures***

IMPAQ is conducting a one-year study to design a rigorous random assignment evaluation which will allow estimation of the impact of a variety of factors on employer compliance and recidivism rate relative to Federal labor laws regarding minimum wage, family and medical leave, migrant workers, lie detector tests, temporary worker programs, and prevailing wages for government service and construction contracts.

***Office of Federal Contract Compliance Programs***

***Evaluation of the Federal Contractor Selection System***

The purpose of this project is to evaluate and recommend improvements to the Federal Contractor Selection System (FCSS) used by the Office of Federal Contract Compliance Programs (OFCCP) to identify Federal contractors who do not comply with Federal laws related to employee discrimination.

## ***Bureau of International Labor Affairs (ILAB)***

### ***Combating Child Labor Through Education – Turkey***

The primary objective of this project was to increase access to basic and vocational education for children employed in agriculture, particularly children engaged in, or at risk of engaging in, seasonal work as agricultural laborers.

## ***Bureau of Labor Statistics (BLS)***

### ***Forms Design and Pilot Testing for the BLS QCEW Environmental Sector Industry Employment Project***

The purpose of this project is to assist BLS and its Quarterly Census of Employment and Wages (QCEW) program in the design of data collection forms to collect data on environmental sector (“green jobs”) business activity at individual establishments. Under subcontract to Office Remedies, Inc. (ORI), IMPAQ is leading the forms design, cognitive testing, and data analysis for the project, as well as collaborating on the final report.

## **U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)**

### ***Centers for Medicare & Medicaid Services (CMS)***

#### ***Comparative Effectiveness Research (CER) Public Use Data Pilot Project***

CMS has contracted with IMPAQ to pioneer the creation, dissemination, and support of Medicare claims public use files (PUF) to conduct comparative effectiveness research.

#### ***Development of a Medicaid/CHIP Environmental Scanning and Program Characteristics (ESPC) Database***

IMPAQ is developing a Medicaid and Children’s Health Insurance Program (CHIP) database containing program characteristics and State-specific environmental factors (i.e., population demographics, and health, environmental-air, water, etc., political, economic, and provider factors) to support comparative effectiveness research (CER).

#### ***Evaluation and Performance of Medicare Part D Organizations' Business Logic for Performance Metrics and Composite Scoring Reporting Card***

This project will develop the business rules and composite scoring methodologies for evaluating the performance of organizations providing the Medicare Part D Drug Benefits.

#### ***Medicaid Program Demonstration Project: Community-based Alternatives to PRTFs***

This project designed a national evaluation of the *Community-Based Alternatives to Psychiatric Residential Treatment Facilities* (PRTF) demonstration program. The PRTF demonstration is part of the New Freedom Initiative (NFI).

#### ***Data Review and Guidance Development for Medicare Special Needs Plans and a Quality Improvement Program for Medicare Advantage***

In this task order, IMPAQ is reviewing and evaluating data currently collected by CMS through its oversight activities for the Medicare Advantage (MA) and Special Needs Plans (SNPs) and is helping CMS develop policy guidance on quality oversight and improvement for these programs.

***National Balancing Indicator Contractor***

This project involves developing a set of national indicators to assess States' efforts to balance their long-term care support system between institutional and community-based supports including characteristics correlated with improved qualities of care for individuals.

***Development of Part C, D, and RDS Error Rates***

This project involves the development of a Medicare Part C, D and RDS Risk Assessment which included a payment system overview, a comprehensive identification of all risks, a ranking of all risks identified, a definition of a Part C Payment Error, and the development of a Measurement Methodology for selected Part C, D and RDS High Risk Areas.

***Part C and D: Payment Error Analysis***

This project provides involves the development and implementation of methodologies to estimate components of payment error and improper payments in the Medicare Part C, Part D, and Retiree Drug Subsidy programs.

***Medicare Prescription Drug Benefit Final Part D Payment Process***

As a subcontractor to StrategicHealthSolutions, IMPAQ is providing a full range of statistical, analytical, audit, financial, formulary and professional business services to the Centers for Medicare & Medicaid Services (CMS). These services will assist CMS in analyzing the Part D Payment Reconciliation results as determined by the Payment Reconciliation System (PRS).

***Analysis of Case-Mix Growth for Hospitals***

IMPAQ is conducting a study to estimate the observed change in national average case-mix to determine the portion of the change that is due to changes in MS-DRG coding rather than real increases in patient severity of illness.

***Autism Spectrum Disorders Services***

IMPAQ is helping CMS to obtain, synthesize, and disseminate information about available services and supports for individuals with Autism Spectrum Disorders and their families through an environmental scan, survey of states' current services, and the development of best practice service delivery models.

***Development of Performance Metrics***

IMPAQ is supporting CMS in the development, implementation, and analysis of performance measures for the Medicare Advantage (Part C) and Prescription Drug (Part D) programs.

***Evaluation of the Senior Risk Reduction Demonstration Under Medicare***

The focus of this project is on the design and implementation of a longitudinal evaluation of the effectiveness of the Senior Risk Reduction Demonstration (SRRD). Under this CMS-sponsored program, demonstration vendors will provide risk reduction services to a random sample of non-institutionalized Medicare fee-for-service beneficiaries enrolled in Parts A and B and between 67 to 74 years of age – both nationwide and from communities which have exemplary information and referral/assistance services programs for seniors.

***Durable Medical Equipment Prosthetics and Supplies (DMEPOS) Contractor***

IMPAQ is currently conducting research and performing economic analyses to identify and implement methodologies for the development of gap-filling processes for establishing DMEPOS fee schedule amounts.

### ***Evaluation of the Medicare Acute Care Episode (ACE) Demonstration***

IMPAQ is assisting CMS in the design and implementation of an independent evaluation of the ACE demonstration, which will run for 3 years involving up to 5 sites representing 11 hospitals in 4 states (Colorado, New Mexico, Texas, and Oklahoma). The study is designed to evaluate the feasibility and cost effectiveness of the bundled payment methodology and the improvement in quality of care and other benefits to Medicare beneficiaries. Key analytical tasks include defining appropriate comparison populations, collecting primary and secondary data, defining and implementing methods for (quality) outcomes evaluation and budget neutrality, and assessing shared savings as addressed in the legislation.

### ***Development of Medicare Advantage and Prescription Drug Plan Monitoring Methods***

IMPAQ is collaborating with CMS on a broad effort to review and analyze the CMS' Medicare Advantage (Part C) and Prescription Drug (Part D) programs for approaches to monitor sponsors and to develop monitoring methods for selected approaches.

### ***Part C and D Complaints Resolution Performance Measure***

Following on previous work performed for CMS, IMPAQ is developing and supporting the implementation of a performance measurement system for the Medicare Advantage (Part C) and Prescription Drug (Part D) program that validates plan resolution of beneficiary complaints closed by plans from the unique perspective of the beneficiaries themselves.

### ***Agency for Healthcare Research and Quality (AHRQ)***

#### ***Effective Health Care Program Governance and National Priority Setting***

IMPAQ is currently developing a conceptual framework and formalized governance program for AHRQ's Effective Health Care (EHC) Program through the conduct of interviews, development of case studies, conduct of a cross-organization review of international organizations, and the conduct of an Appreciative Inquiry exercise with key stakeholders.

#### ***Designing an Evaluation of Three Administration on Aging (AoA) Programs***

IMPAQ is designing a comprehensive evaluation of three Administration on Aging (AoA) programs: *Aging and Disability Resource Centers (ADRCs)*, *Community Living Programs (CLPs)*, and *Evidence-Based Disease and Disability Prevention Programs (EBDDPs)*, including both a process and an impact evaluation of these programs.

#### ***Longitudinal Program Evaluation of HHS Healthcare Associated Infections (HAI) National Action Plan (NAP)***

For this project, IMPAQ is developing and implementing an iterative longitudinal comprehensive program evaluation framework of the Healthcare Associated Infections National Action Plan (HAI NAP). This evaluation will employ the Context-Input-Process-Product (CIPP) evaluation model to assess overall initiative impacts, outcomes, and the adoption and diffusion of HAI interventions using both qualitative and quantitative assessment approaches.

#### ***Communications Dissemination Evaluation***

IMPAQ is currently conducting an evaluation of the processes, systems, and mechanisms used by AHRQ to disseminate information and products to its stakeholders. Tasks to be performed include the conduct of interviews with senior staff, development of case studies of effective cross-unit collaboration, and the conduct of a best practices study with external organizations.

### ***NBGH Purchaser's Guide Evaluation***

IMPAQ is supporting AHRQ in assessing and redefining the contextual framework for the NBGH Purchaser's Guide to develop a system and process for the measurement of the impact of the guide on health-related outcomes.

### ***Evaluation Synthesis***

The purpose of this project is to conduct a synthesis of selected evaluations completed for AHRQ since 2004 to determine the organizational and management elements common across the evaluated programs, initiatives, and products that affected or contributed to differing levels of success in achieving their goals.

### ***Applying Lessons Learned in Community Collaboration to Health Information Technology (HIT)***

To augment AHRQ's existing health IT research, this project focuses on stakeholder collaboration and how models of community planning and development, both in healthcare and other industries, can be used for establishing sustainable Regional Health Information Organizations (RHIO) and health information exchange (HIE) activities.

### ***National Institutes of Health (NIH)***

#### ***Assessment of the NIH Child Care Services Program***

IMPAQ International conducted an assessment of NIH's childcare service program to determine the effectiveness of the existing program, as well as document areas of improvement for ensuring its continued competitiveness with comparable organizations.

### ***Centers for Disease Control and Prevention (CDC)***

#### ***Examining the Relationship Between Alcohol Policies and Violence***

IMPAQ has contracted with the Division of Violence Prevention of the Centers for Disease Control and Prevention to develop an improved statistical approach for estimating the relationship between alcohol consumption and violence, examining policies from the perspective of multiple levels of government and types of violence.

## **U.S. GENERAL SERVICES ADMINISTRATION (GSA)**

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

IMPAQ was recently awarded a MOBIS contract with GSA to provide services to Federal government agencies and organizations. IMPAQ is qualified to provide support for Consulting Services (SIN 874-1), Survey Services (SIN 874-3), and Project Management and Program Integration Services (SIN 874-7).

## **U.S. DEPARTMENT OF EDUCATION**

### ***Education Streamlined Acquisition Tool (ED-SAT) Blanket Purchase Agreement***

IMPAQ was recently selected by the U.S. Department of Education to provide: 1) policy, program, and performance analysis and evaluation services, and 2) research and assessment design, data collection and analysis services.

## **U.S. CENSUS BUREAU**

### ***Census Research and Development Contract***

IMPAQ was recently awarded an ID/IQ contract from the U.S. Census Bureau to provide survey planning, cost and workload modeling, survey assessment, survey management assistance, technical analysis, and technology assessment services.

## **U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)**

### ***Evaluation of HUD Housing Counseling Services Program***

As a subcontractor to Abt Associates, IMPAQ developed a web-based participant tracking system to collect baseline data on a sample of households receiving pre-purchase and post-purchase counseling services through HUD-sponsored counseling programs. IMPAQ is also conducting a telephone survey follow-up to program participants 12 months following the receipt of services.

## **INTERNATIONAL PROJECTS**

### ***Data Quality Review – Republic of Georgia***

This objective of this project, which is being performed for the Millennium Challenge Fund, is to ensure that data collected for program monitoring and evaluation are of acceptable quality, reliability, and consistency. The IMPAQ team is assessing the quality and consistency of data across different *Implementing Entities* and other institutions engaged in survey data collection efforts. The IMPAQ team will report on key issues or problematic areas regarding data quality, as well as identify mitigation measures to correct the problems.

### ***Enabling Labor Mobility (ELMO) – Bosnia and Herzegovina***

IMPAQ International joined the BearingPoint team of contractors to provide technical assistance under USAID's Bosnia and Herzegovina (BiH) Program for Enabling Labor Mobility (ELMO).

### ***Support for Economic Growth and Institutional Reform (SEGIR) Macro II – Worldwide***

IMPAQ International joined the BearingPoint team of contractors to provide technical assistance under the Support for Economic Growth and Institutional Reform (SEGIR) Macro-economic II project.

### ***Support for Economic Growth and Institutional Reform (SEGIR) Privatization – Worldwide***

IMPAQ International joined the Carana Corporation Consortium to provide technical assistance services regarding privatization under the Support for Economic Growth and Institutional Reform (SEGIR) Privatization project.

### ***Palestinian Agribusiness Partnership Activity (PAPA) – West Bank, Gaza, and Israel***

The Palestinian Agribusiness Partnership Activity (PAPA) is a USAID funded program to foster rapid economic growth and employment opportunities in the West Bank and Gaza.

***Social Safety Net Research – Jamaica***

IMPAQ joined Mathematica Policy Research to provide technical assistance in the evaluation of the Social Safety net programs addressing poverty alleviation in Jamaica.

***Technical Assistance to Monitor the Social Impact of Privatization – Turkey***

This project provided technical assistance and consulting services for three studies: (1) Privatization Economic Impact, (2) Privatization Coping Strategies, and (3) Net Impact of Labor Redeployment Services.

***Impact Evaluation of Active Labor Programs – Romania***

The overall goal of this project was to provide information on the net impact of selected active labor market programs (ALMPs) in Romania and to improve the targeting and cost-effectiveness of these programs.

***Impact of Active Labor Market Programs in Transition Economies – Russia***

For this project, IMPAQ International partnered with the Centre for Economic and Financial Research (CEFIR) in Moscow, Russia, and the National Research Institute on Labor and Social Protection (NRILSP) in Bucharest, Romania. The main goal of the project was to accumulate information and contribute to the knowledge base and experience about public policy programs assessments around the world.

***Financial Sector Reform Retraining Program – Nepal***

This project provided technical assistance in the design and implementation of retraining and support to the 5,400 workers separated from several financial institutions in Nepal.

***Output Based Aid (OBA) – Romania***

For the World Bank, IMPAQ carried out a study of Output Based Aid (OBA) approaches in labor redeployment programs. The study was comprised of three main parts: (1) an analysis of the nature of OBA approaches in redeployment programs; (2) an analysis of the practical issues involved in design and implementation of OBA schemes in redeployment programs; (3) lessons learned.

## **IMPAQ INTERNATIONAL, LLC**

### **CORPORATE OFFICER BIOS AND CONTACT INFORMATION**

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#### **Ms. SHARON BENUS, CHIEF EXECUTIVE OFFICER**

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Sharon Benus is the CEO and co-founder of IMPAQ International, LLC. Ms. Benus has over 25 years of experience in government and business. At IMPAQ, Ms. Benus has overall responsibility for the financial, administrative, and marketing activities of the company.

Prior to founding IMPAQ, Ms. Benus served in senior management and administrative positions in government and private sectors. At the University of Maryland, for example, she was involved in the administration of budgets, management of personnel, developing and coordinating affirmative action plans, and supervising staff. At the Michigan Employment Security Commission, she was involved in such activities as providing counseling, training and job placement services. Based on this experience in the government sector, she has developed a clear understanding of the requirements for working with State and Federal agencies.

Ms. Benus has also worked over 12 years in the private sector. While in the private sector, she developed substantial experience in the areas of strategic planning, marketing, organizational development, supervision, and training. Ms. Benus holds an M.A. from the University of Michigan in Personnel and Guidance and a B.A. from the University of Pennsylvania.

#### **DR. CARY SENNETT, PRESIDENT**

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Dr. Cary Sennett is the President of IMPAQ International. Dr. Sennett has more than 20 years of experience working with both public sector and private sector organizations to improve the quality and value of health care in the United States. Dr. Sennett's career has been directed at building infrastructure to support a high performing health care system. After five years working in managed care, using large health care datasets to inform organizational efforts to improve quality, he played, as Executive Vice President, a leadership role in building out the National Committee for Quality Assurance's (NCQA's) national standard measurement set, HEDIS® and establishing a value-based purchasing dynamic in managed care. He is a nationally recognized expert in quality measurement, and in the design and evaluation of innovative programs to improve quality and control cost.

Prior to joining IMPAQ, Dr. Sennett served as a Fellow in the Economic Studies Program at the Brookings Institution, and Managing Director for Health Care Finance Reform at the Engelberg Center for Health Care Reform. He previously served as Executive Vice President of the National Committee for Quality Assurance (NCQA), Vice President and Chief Innovation Officer at Ingenix, and Chief Medical Officer at MedAssurant. He has also worked closely with physicians, having served as a senior leader at the American College of Cardiology and the American Board of Internal Medicine. Dr. Sennett was a member of the Executive Committee of the AMA-Physician Consortium for Performance Improvement (AMA-PCPI), and was its Vice Chair from 2006-2009. He has served on, and chaired, a number of National Quality Forum (NQF) committees, and has served on the editorial boards of Health Affairs, the American Journal of Managed Care, and the Joint Commission Journal on Quality Improvement.

Dr. Sennett earned his MD from Yale and his PhD from the Sloan School at MIT. He trained in Internal Medicine at the Brigham and Women's Hospital in Boston, and remains a Board Certified Internist.

**DR. JACOB BENUS, EXECUTIVE DIRECTOR FOR RESEARCH**

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Dr. Jacob Benus is Executive Director and Vice President for Research at IMPAQ International and has over 25 years of experience in research and evaluation of domestic and international labor and social safety net projects.

Dr. Jacob Benus has completed many projects for U.S. government agencies as well as international organizations such as the World Bank, the Inter-American Development Bank, and the Asian Development Bank. He has also implemented projects in many countries, including the Czech Republic, China, South Africa, Honduras, Peru, Jordan, Turkey, Armenia, Romania, and Bosnia & Herzegovina. Many of these projects involved the design of new social safety net programs and the evaluation of their cost effectiveness.

While Dr. Benus was Project Director at Stanford Research Institute (SRI International) and Manager of the International Safety Net Group at Abt Associates, Inc., he directed many important and highly-regarded research and evaluation projects in poverty alleviation, employment and training, privatization and active labor programs. This experience enhances the quality of all projects at IMPAQ International.

Dr. Benus holds a Ph.D. and M.A. in Economics from the University of Michigan and a B.S. in Economics from the University of Maryland. He has authored numerous papers and reports and has been published in leading professional journals.

**DR. MICHAEL KIRSCH, SENIOR VICE PRESIDENT**

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Dr. Michael P. Kirsch has twenty years of project management experience working with a wide range of clients in both the public and private sectors. His work has focused on organizational research, maximizing human capital, and training/organizational development. Dr. Kirsch has led numerous large and complex projects using both qualitative and quantitative research methods. He has designed surveys, conducted interviews, and led focus groups; facilitated strategic/business planning sessions with senior executives; supported teams engaged in business process redesign; and designed and implemented numerous, innovative workplace programs.

Dr. Kirsch's clients have included the U.S. Departments of Labor, Defense, Education, Health and Human Services, Justice, Treasury, and Transportation; the U.S. Environmental Protection Agency; the U.S. Office of Personnel Management; and the Social Security Administration. He has also supported state and local government, including the states of Maryland, Michigan, New Jersey, New York, and Pennsylvania; and Fairfax (VA) and Montgomery (MD) counties and has provided services to private organizations in the insurance, energy, financial, and property management sectors.

Dr. Kirsch earned his B.A. with Special Honors in Psychology (with a minor in Statistics) from the George Washington University and his M.A. and Ph.D. degrees from Michigan State University in Industrial/Organizational Psychology.

**DR. DAVID BAKER, VICE PRESIDENT FOR HEALTH PRACTICE RESEARCH**

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Dr. David Baker joined IMPAQ International as a Principal Research Scientist and Vice President in March 2010. Over the course of his 20-year career, Dr. Baker's work has focused on understanding the performance requirements of different jobs and developing metrics and tools to assess job requirements as well as training programs to enhance individual and team performance. He has conducted job/task analyses for law enforcement, airline pilots, air traffic controllers, and healthcare

teams. The results of this work have been used to develop and validate new employee selection and training programs.

Prior to joining IMPAQ International, Dr. Baker was a Principal Research Scientist at the American Institutes for Research (AIR) where he was integrally involved with projects focused on teacher effectiveness in instructing reading in the early grades. This work focused on developing and testing different strategies to assess teacher knowledge of student content engagement. The results of this effort were the basis of a national survey funded by the Department of Education to assess pre-service teacher curriculum alignment with and knowledge of how to teach reading in K-12 education.

Dr. Baker earned his B.A. in Psychology and Sociology from the University of Vermont, his M.A. in Industrial/Organizational Psychology from Fairleigh Dickinson University, and his Ph.D. in Industrial and Organizational Psychology from the University of South Florida.

**DR. STEVEN GARASKY, VICE PRESIDENT FOR LABOR AND HUMAN SERVICES**

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Dr. Steven Garasky is an economist with more than 20 years of experience as a researcher and an evaluator of domestic social policies and programs. His work has included leading state and federally funded projects for which he has developed study designs and survey questionnaires; overseen data management and conducted econometric-based quantitative data analyses; written proposals, reports and manuscripts for publication; and presented results to funding agencies, government staff, and audiences at professional meetings. Throughout his career, Dr. Garasky's primary research focus has been examining and evaluating programs affecting low-income families in the areas of poverty prevention, welfare reform and child welfare, including assistance program participation, food insecurity and obesity.

Recently Dr. Garasky has served as Project Director on a number of important projects, including projects evaluating impacts on families and children of policy changes in the federal Supplemental Nutrition Assistance Program (SNAP), the Iowa Temporary Assistance to Needy Families program (TANF), and the Iowa and Federal child support enforcement programs.

Dr. Garasky joined IMPAQ in 2010. Prior to joining IMPAQ, he was on the faculty of Iowa State University (ISU) since 1992. At ISU, he served as the Director of the ISU Child Welfare Research and Training Project and Director of the ISU Center for Family Policy. Prior to joining ISU, Dr. Garasky was an Economist for the U.S. Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation (ASPE). At ASPE, his primary responsibilities were to establish research programs to inform policy development and to collaborate with state staff to formulate experimental design-based evaluations for state welfare reform demonstrations.

Dr. Garasky earned his B.A. in Economics and Mathematics from Wittenberg University and his M.A. and Ph.D. in Economics from The Ohio State University. He has authored numerous papers and reports and has been published in leading professional journals.

**DR. JANET ROBB, VICE PRESIDENT FOR INTERNATIONAL DEVELOPMENT**

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Dr. Janet Robb is Vice President of IMPAQ's International Development Division. She has over twenty years of experience working in the international development arena with both for-profit and not-for-profit organizations. As Vice President, Dr. Robb is responsible for all aspects of the business; from project design to implementation, and from identification of business opportunities to creating dynamic and winning partnerships.

Dr. Robb is a senior level professional who has been successful at growing, leading and managing a large team and portfolio of work worldwide. She is an experienced international expert who has designed and successfully implemented development projects in the areas of basic education, girls' education, community mobilization, HIV/AIDS mitigation, the elimination of exploitive child labor, and youth employability. Dr. Robb's international experience has been in a variety of developing environments, including emergency situations created by both civil unrest and natural disasters. She has lived and worked in Botswana, Pakistan, Lesotho and Malawi, as well as worked on development projects in more than forty other countries in all regions of the world.

Dr. Robb's clients have included the U.S. Agency for International Development, U.S. Department of Labor, World Bank, MCC, the Gates Foundation, the Open Society Foundations, and various other funders of international innovation. She has consulted for a variety of other international organizations in areas of strategic planning and business development, as well as on technical areas of interest.

Prior to joining IMPAQ, Dr. Robb was a Senior Vice President at the American Institutes for Research responsible for the International Development Division. She also served at Creative Associates International as the Director for Education, Mobilization and Communication, as Chief of Party for a USAID-funded project in Malawi and Senior Technical Advisor for the Primary Education Development program in Baluchistan, Pakistan. Dr. Robb was also an Associate Professor at the University of North Texas.

Dr. Robb earned her Ph.D. from the University of Maryland, her Masters from the University of Northern Iowa, and her undergraduate degree from Eastern Illinois University.