



GENERAL SERVICES
ADMINISTRATION

Federal Supply Service

Authorized Federal Supply Schedule Price
List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage!**TM, a menu-driven database system. The INTERNET address for **GSA Advantage!**TM is: <http://www.GSAAdvantage.gov>.

MANAGEMENT, ORGANIZATIONAL AND
BUSINESS IMPROVEMENT SERVICES

MOBIS

Federal Supply Group 874 Class R499

Contract Number: GS-10F-0357M

Valid July 1, 2007 – June 30, 2012
Pricelist effective January 1, 2004

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

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Contract Administration: Mike Shea

Size: Large Business,
"Not For Profit" Organization

CUSTOMER INFORMATION

1.a. Table of awarded special item number(s)(SIN):

SIN	Service Description	Page
SIN 874-1	Consulting Services	Pg. 3
SIN 874-2	Facilitation Services	Pg. 4
SIN 874-3	Survey Services	Pg. 5
SIN 874-4	Training Services	Pg. 6
SIN 874-7	Program Integration and Project Management Services	Pg. 8

- 1.b. **ID of the lowest priced item/service & lowest unit price for that item/service for each SIN awarded:**
See pricing information on pages 4, 5, 6, 8, and 10
- 2. **Maximum Order:** \$1,000,000
- 3. **Minimum Order:** \$300
- 4. **Geographic Coverage** (delivery area): Domestic and Overseas
- 5. **Point(s) of Production:** Same as company address
- 6. **Discount from list prices or statement of net price:** Government net prices (discounts already deducted)
- 7. **Quantity Discounts:** None
- 8. **Prompt Payment Terms:** Net 30 days
- 9. **Government Purchase Card:** Accept over \$2,500
- 10. **Foreign Items** (list items by country of origin): None
- 11.a **Time of Delivery:** Specified on the Task Order
- 11.b **Expedited Delivery:** Contact APQC
- 11.c **Overnight & 2-Day Delivery:** Contact APQC
- 11.d **Urgent Requirements:** Contact APQC
- 12. **FOB Point(s):** Destination
- 13. **Ordering Address(es):** Same as company address
- 14. **Payment Address(es):** Same as company address
- 15. **Warranty Provision:** APQC's standard commercial warranty
- 16. **Export Packing Charges:** N/A
- 17. **Terms & Conditions of Gov. Purchase Card Acceptance** (any thresholds above the micropurchase level): Contact APQC
- 18. through 24.: N/A
- 25. **Data Universal Numbering System (DUNS) number:** 04-040-3800
- 26. **Notification regarding registration in Central Contractor Registration (CCR) database:** Registered
- 27. **Uncompensated Overtime:** not used

GENERAL INFORMATION



An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace.

APQC provides the tools, information, expertise, and support needed to discover and implement best practices in:

- adult learning,
- benchmarking,
- communities of practice,
- competitive intelligence,
- content management,
- customer relationships,
- customer value measurement,
- K-16 education,
- knowledge management,
- organizational effectiveness,
- performance measurement,
- process improvement,
- quality,
- shared services, and
- strategic planning.

APQC works with its member organizations to identify best practices, discover effective methods of improvement, broadly disseminate findings, and connect individuals with one another and the knowledge, training, and tools they need to succeed.

In 1997, APQC launched its Education Initiative with a mission to ensure equity and excellence for all students regardless of race, gender, or socioeconomic background. Since then, APQC has worked with hundreds of districts and education organizations across the nation to improve student and system performance

Founded in 1977, APQC is a member-based nonprofit serving over 400 organizations around the world in all sectors of business, education, and government.

APQC SERVICES

With an ever-expanding arsenal of tools, techniques, products, and services, APQC aims to continue in its prominent performance improvement role. APQC's offerings include:

- **membership** in APQC's International Benchmarking Clearinghouse, which gives everyone within a member organization access to the knowledge and resources needed to improve productivity and quality;
- **multiple-organization benchmarking projects** that maximize time and resources and offer an intimate learning opportunity specific to the topic being studied;
- **publications**-including books, Best-Practice Reports, and conference proceedings to help organizations break out of conventional thinking and excel with best practices;
- **information research** to provide relevant, timely, and credible data and information across all core organizational processes;
- **training and conferences** designed to share the latest in best practices and solutions to current business issues; and
- **individually sponsored projects** to provide tailored strategies and approaches including metric research and analysis to meet specific needs, deadlines, and budget parameters.

SPECIFIC SUPPORT SERVICES

SIN 874-1: CONSULTING SERVICES

PERFORMANCE EXCELLENCE

APQC uses a proven systematic approach for projects that contribute to performance excellence, which may involve process improvement, performance measurement, quality programs, metric research, and benchmarking initiatives.

Step I: ASSESSMENT of the organization

The assessment stage links project activities to organizational strategy. Project goals and objectives are clearly defined to help tie strategy to both current and future practices that will enable measurable success. APQC helps an organization methodically and efficiently identify the existing work processes, cultural norms, and critical roles that will be impacted by the project effort. All relevant stakeholders are identified in this earliest stage of work.

Step II: DESIGN of a individualized approach and project plan

APQC formulates an individualized approach that complements the customer's strategy, goals, and culture. It clearly documents the organization's input and desired project results while planning the project. Additionally, APQC develops the tools and templates needed for project success. With APQC's experience in best practices research, it is able to outline a project approach that will maximize measurable business results. APQC's performance specialists will create a project that leverages an organization's existing skills and resources, which will allow you to transfer knowledge and ownership to internal teams. APQC works with the customer to design an approach that is supportive of the customer's business needs and consistent with its desired pace of change. Whether the optimal approach is benchmarking, metric research, a revised balanced scorecard, process change, or customer-focused, APQC uses a team-based method to achieve results.

A key advantage of using APQC is the membership package, which offers a unique opportunity to interact with world-class organizations. APQC's relationship with more than 400 leading companies allows it to learn about these organizations and share knowledge and best practices. Using an extensive contact database, APQC establishes contacts at possible best-practice partner organizations. In this step APQC ensures the effective use of resources to maximize the

project results. APQC works with customers to identify priorities and potential barriers to project success. Through these efforts APQC develops a detailed plan for achieving project goals.

Step III: IMPLEMENTATION of the project

Perhaps the most critical part of any project is the implementation stage. APQC has a long history of working with customers to enact lasting change by providing coaching and support as required to achieve measurable results. During this step, the APQC approach begins to yield results as members of the organization who were involved with the project begin to incorporate project findings into the organization.

Step IV: DEVELOPMENT of measures, goals, and a long-term plan

During this final development step, APQC works with the organization to develop a long-term plan for continued success. While successful implementation may seem like the natural end to the project life, the true value is in proving the return on investment and continued achievement of increasingly ambitious goals over time. APQC will help identify the appropriate measures for the new processes and practices, identify new goals and targets based on worldwide benchmarks, and develop both strategic and tactical action plans for sustaining success over time.

KNOWLEDGE MANAGEMENT

Since helping to launch knowledge management as a key business process in 1995, APQC has developed unparalleled insight into emerging trends and provided practical ways to apply knowledge management for winning results in any organization. APQC's knowledge management offerings combine the power of people, processes, and technology to help transfer best practices. APQC can help an organization create value, achieve higher ROI, enhance performance, and get the most out of initiatives.

Armed with the best available data and the expertise of respected experts and fellow practitioners, APQC systematically guides customers to:

- identify important information, lessons learned, and tacit knowledge;
- enable people to share what they know and create new knowledge;
- capture best practices and useful facts in a standardized form for replication; and
- transfer the data, information, and lessons to others who need it and can use it.

From readiness assessments to implementing content management systems, APQC's team of specialists can design an approach that gets the information the organization needs to take action. Its team can help customers identify key deliverables, understand major milestones, and project cost-benefits. Once the strategic picture is drawn, APQC will work with the customer to track how well an initiative is proceeding in terms of effectiveness, timeliness, and cost-effectiveness.

Consulting projects developed under SIN 874-1 will be priced according to the following rates:

Labor Category	Government Daily Rate*	Government Hourly Rate*
Executive / Subject Matter Expert	\$2,194.50	\$274.31
Subject Matter Expert	\$1,795.50	\$224.44
Project Manager	\$1,795.50	\$224.44
Senior Specialist (Sr. Consultant)	\$1,396.50	\$174.56
Senior Survey Specialist	\$1,396.50	\$174.56
Specialist (Consultant)	\$1,197.00	\$149.62
Survey Specialist	\$1,197.00	\$149.62
Administrative Support	\$399.00	\$49.87

* Travel costs will be billed in accordance with the regulatory implementation of Public Law 99-234, FAR 31.205-46, Travel Costs.

SIN 874-2 – FACILITATION SERVICES

It is not enough to pull a group of people together and say “solve your problem, develop your strategy, and create an implementation plan.” APQC understands that to successfully change the way an organization works, it must also change the way people behave in their working environment.

Facilitation is a key element of APQC's methodologies; its typical approach to improve organizational performance relies heavily on helping customers and communities discover and implement their own solutions. APQC works in conjunction with members and sponsors to engage the appropriate decision makers, rather than make the decisions for them, in order to build commitment to and ownership of improvement outcomes.

APQC facilitates groups of all types, ranging from senior leadership teams developing organizational mis-

sion and vision statements to cross-functional groups building communities of practice to departmental problem-solving teams. In addition to facilitation, APQC can also train, coach, and transfer facilitation skills, tools, and techniques to personnel within the organization so they can more ably handle this important activity in-house.

A planning conversation usually precedes the actual facilitation so that good information is available to guide the group to a successful outcome. Additionally, an agenda, clear objectives, and a defined scope are established and communicated to the group before each event, typically in conjunction with the group leader or group sponsor.

APQC's facilitators guide groups through early activities to ensure the groups are productive from the start. They work with the groups to clarify roles, the mission, objectives, desired outcomes, boundaries, and ground rules. They focus the group's energy on productive activities and the resolution of important issues. They intervene if a discussion loses focus or if group dynamics are ineffective. They manage the group process.

In addition, the facilitation process involves:

- **moving** a group through the stages of implementation,
- **helping** a group stay focused on the tasks at hand, and
- **leveraging** the diversity of the group by considering all available perspectives and using all available resources.

APQC's role often includes coaching and mentoring the group leader. Facilitators assist the leader in decision making, problem solving, and conflict resolution. They suggest techniques and tools that may be helpful to the team. And they provide one-on-one feedback and suggestions to the leader about team building, meeting management, and other leadership skills.

Facilitation engagements can be developed around one or more of the following activities:

- strategic planning,
- process improvement,
- knowledge management,
- performance management,
- change management, and
- quality program implementation.

Significant change is about a long-lasting commitment to a new way of working, not about quick fixes. Applying and embedding facilitation approaches and principles in a group activity or project will allow APQC to create the environment so that people will be ready and willing to change.

Facilitation Services rendered under SIN 874-2 will be priced according to the following rates:

Labor Category	Government Daily Rate*	Government Hourly Rate*
Executive / Subject Matter Expert	\$2,194.50	\$274.31
Subject Matter Expert	\$1,795.50	\$224.44
Project Manager	\$1,795.50	\$224.44
Senior Specialist (Sr. Consultant)	\$1,396.50	\$174.56
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Specialist (Consultant)	\$1,197.00	\$149.62
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SIN 874-3: SURVEY SERVICES

APQC offers two unique and powerful survey and learning opportunities. APQC's Center of Excellence offers survey services in a customized format to organizations with unique benchmarking needs. APQC can compare a customer's performance measures to a group of competitors, industry peers, or organizations outside of their industry. APQC's Collaborative Learning Group organizes collaborative learning benchmarking studies of 20 to 40 organizations to examine specific topics and gather new ideas and innovations from best-practice organizations.

Both services provide organizations with access to data from recognized experts, knowledgeable practitioners, and leading organizations. Participants are exposed to processes used by best-practice organizations, which allows them to make their processes and practices more effective very quickly. Both services use APQC's four-phased methodology, which involves: study planning, data collection, data analysis and reporting, and the adaptation of findings.

INDIVIDUALIZED SURVEY SERVICES

Survey Design-APQC provides experienced survey design action learning during the planning phase of benchmarking efforts. The scope of the study is discussed to determine the appropriate breadth and depth for data collection purposes, and overall study

objectives are evaluated to ensure survey questions fall within the scope of the study. APQC develops questions of interest, specifies hypotheses, performs power analyses, determines a cost-effective data collection approach, and designs database blueprints.

Survey Data Collection-APQC will distribute the detailed survey to the companies participants, along with communications and support. All surveys will be returned to APQC using a self-administered (i.e., online or electronic files) or interactive (i.e., phone interviews) approach.

Survey Data Validation-Project-specific edits and validation tables will be tailored. All data fields will be systematically analyzed to ensure their validity and integrity. Among other variables, the quality control system checks that:

- survey responses are compared to the scope of the study for consistency,
- data outliers are verified directly with the survey respondent,
- qualitative answers (open-ended) are examined for clarity and completeness, and
- data integration is checked to ensure the consistency of answers throughout the survey.

Survey Data Analysis-Using the latest statistical software, APQC analyzes the data. Reporting options range from simple frequency tables, group comparisons, and hypothesis testing to variance analysis, association testing, multiple regression models, and detailed correlation and cross-tabulation statistical reports. APQC will use any statistical analysis deemed useful.

The statistical analysis provides the means to understand the key drivers (i.e., practices and tools) that influence performance. The analysis is then used to help explain gaps in results. Ultimately, the statistical testing enables APQC to identify where best practices may reside.

Qualitative answers are summarized in a tabular format based on the question and category. Links are made between the quantitative analysis and the findings from the qualitative summary. By understanding the relationships between qualitative and quantitative information, APQC obtains insights into key practices that drive leading-edge performance.

Survey Data Reporting-The report will originate from the quantitative and qualitative analysis. A typical report contains: a summary of key findings and drivers of performance, best practices profile developed from the statistical analysis and interviews with top-performing organizations, and recommendations for operational improvement, along with the appropriate next steps.

Data is reported in a blinded and normalized manner. Each report is customized to show an organization's data compared with that of other participants. Once the final report is completed, APQC makes a formal presentation of the findings to the sponsor organization.

Survey Services rendered under SIN 874-3 will be priced according to the following rates:

Labor Category	Government Daily Rate*	Government Hourly Rate*
Executive / Subject Matter Expert	\$2,194.50	\$274.31
Subject Matter Expert	\$1,795.50	\$224.44
Project Manager	\$1,795.50	\$224.44
Senior Specialist (Sr. Consultant)	\$1,396.50	\$174.56
Senior Survey Specialist	\$1,396.50	\$174.56
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COLLABORATIVE LEARNING SERVICES

The basic features and deliverables for a collaborative learning study include: participation in the kickoff meeting and site visits, study questionnaires and interview guides, participation in the end-of-study knowledge transfer session, copies of the final report for attendees and distribution throughout the organization, and preferred pricing on additional copies of the final report.

Planning-APQC will establish a study scope based on feedback from APQC member organizations and customers. This will be followed by in-depth secondary research that validates the topic and identifies best-practice organizations. Projects kick off with a day-long meeting in Houston to solidify the scope and ensure that participant issues are addressed. APQC provides profiles of potential best-practice organizations that have agreed to share their experiences. The sponsors will select five companies and have the opportunity to develop the data collection tools for the study.

Data Collection-APQC will administer a qualitative questionnaire to the five best-practice partners se-

lected to host site visits. The study team will also administer a quantitative, detailed survey to both sponsor and partner organizations to collect comparative data for use in the final report.

Analysis and Reporting-The APQC team will consolidate and analyze data gathered from best-practice organizations and identify practices that enable superior performance and barriers that hinder performance. Study results will be captured in a report, and key findings will be presented during the project's final meeting held in Houston.

Adaptation and Action Planning-The results are adapted at the organization. For an additional fee, APQC can help project sponsors apply what they've learned during the study to creating action plans customized to their organizations

Collaborative Learning Benchmarking study participation offered under SIN 874-3 will be priced according to the following rates:

APQC Member Government	Non-member Government
\$16,600	\$22,500
Short Cycle Studies	
\$ 14,000	\$ 18,000

SIN 874-4 – TRAINING SERVICES

APQC understands that the U.S. government's efforts require training services to better enable the offering of products and services. APQC provides both off-the-shelf and individualized training, the latter of which can be tailored by industry, desired outcomes, and levels of expertise.

APQC tailors off-the-shelf training products and can design training based on requests from member and nonmember organizations. In addition, organizations have the opportunity to license APQC's training for whenever and wherever it is needed. Training can be offered through distance learning (APQC's Connected Learning™); on-site training delivered at APQC's corporate offices, member locations, or conferences; and training manuals. In addition, all training offered by APQC can be enhanced with a simulation lab in which participants get hands-on experience. Following are the courses offered by APQC, each of which can be tailored and portions of which can be delivered in a distance learning format.

Applying Benchmarking Skills In Your

Organization: In a fast-paced, two-day session, participants wishing to drive strategic and operational improvement will be introduced to the latest benchmarking approaches and prepared with the necessary skills, tools, and techniques to conduct benchmarking studies.

Branding-Best Practices in Brand Building, Communication, and Management: This two-day course introduces essential processes and practices necessary to build, nurture, and communicate powerful brands. This course draws on APQC's break-through benchmarking study Brand Building and Communication. Participants will measure their organization's practices and create an action plan for best-practice implementation.

Building and Sustaining Communities of Practice: Increasingly, communities of practice (CoPs) are becoming the core knowledge strategy for global organizations. This two-day, interactive session explores how communities are formed, what roles and responsibilities exist, and how to support and sustain valuable knowledge communities.

Competitive Intelligence: The course focuses on improving the speed and quality of decisions through the timely input of intelligence. In this two-day, interactive session, participants will be introduced to competitive intelligence (CI) fundamentals, concepts in designing a successful CI program, and analytical tools and techniques. Participants will create a de-tailed plan for designing, implementing, and/or enhancing a CI program.

Customer Focus-Satisfaction and Service: The competitive arena has shifted from strictly product and price to areas of customer satisfaction and customer service as companies realize the true cost of losing a customer and what it costs to gain a new one. This two-day, interactive seminar focuses on the spirit of customer service.

Customer-Driven Performance Improvement: To improve business processes, quality improvement initiatives need to be focused on improving the right customer benefits while reducing or eliminating only those costs that fail to contribute to those benefits. This course will demonstrate how organizations can significantly improve the delivery of key customer benefits and strategically reduce the cost of operations.

Establishing Performance Measures: What gets measured gets managed. And well-designed measurement systems drive improvement by focusing on key goals and objectives. This course presents a proven model to develop an accurate, reliable, and

balanced system of measures to guide improvement and evaluate the performance of work groups, departments, divisions, core processes, and total organizations.

KM 101-A Knowledge Management Overview: This one-day session introduces KM principles and practical information on strategic, structural, and cultural issues. Using APQC's Road Map to Knowledge Management Results: Stages of Implementation™, participants will learn how to develop KM strategies, design initiatives, and expand KM organization-wide. Participants will also assess their progress toward KM effectiveness.

Knowledge Management-Strategies and Tactics for Business Results: Effective KM requires a strategic and reasoned approach, solid planning, and comprehensive support structures. APQC's methodology provides the basis of this interactive, three-day session. Participants will learn how to build successful KM strategies and initiatives and learn about the re-sources, facilitation, processes, and tools necessary to design and implement KM initiatives.

Problem Solving with Quality Tools: This course is designed for use with a systematic methodology to solve problems. In a fast-paced, one-day session, participants will be introduced to a six-step method that focuses on containing the damage from an incident, defining the problem, getting to the root cause of an issue, and generating solutions to fix the problem in-stead of treating the symptoms.

Process Mapping: You must understand a process before you can improve it. To get a clear picture of a process, you must determine what is being done, where it is being done, and how it is being done. This course will teach participants how to create process maps and use these maps as the basis for positive change and improvement.

Storytelling-The Art of Effectively Communicating Knowledge Throughout Your Organization: A critical challenge in knowledge management, organizational learning, and change management lies in assessing and addressing cultural issues. Stories are a powerful way to assess the current values in an organization's culture, as well as to help modify that culture. This course focuses on the use of storytelling to effectively communicate knowledge and lessons in organizations.

Strategy, Planning, and Results: The transformation of key business processes to focus on strategic capability requires strategy and planning to be action-driven and managed for success. This two-day, inter-active course uses insights from APQC's best-practice strategic planning studies and real-world company case studies.

On-site training services offered under SIN 874-4 will be priced according to the following rates:

On-Site Training *	Government Price
1 Day Course	\$4,495
2 Day Course	\$8,990
3 Day Course	\$13,485

* For up to 15 participants

SIN 874-7 – PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

APQC understands that the U.S. government's business improvement efforts require program and project management services to coordinate and supervise the staff, timelines, and budgets of its various programs. Programs may involve multiple projects, contractors, and federal agencies. These complexities require experienced project managers that are capable of handling the oversight and integration of numerous resources to achieve program objectives and that are supported by a breadth of additional capabilities.

APQC's program and project management services include:

- professional project managers with experience leading both small, targeted and large, complex projects;
- training programs in project management processes and tools;
- personal coaching and development of new project managers; and
- primary and secondary research examining best practices in program and project management.

APQC's program and project managers have extensive experience in all aspects of project management, including strategic planning, team leadership, financial management, timeline and resource planning, facilitation, and executive presentation. Representative resumes included within this application demonstrate the experience of these project managers with large, complex projects that integrate the myriad people, technology, and process aspects of business improvement programs.

APQC has an established program of training development and delivery that includes courses in project management, strategic planning, facilitation, and related skills necessary to successfully manage projects. (For additional information about APQC courses and delivery methods, please refer to SIN 874-

4 Training Services.)

In addition to the formal classroom and computer-based training programs, APQC offers opportunities for personal coaching and mentoring of developing project management resources. APQC's coaching and facilitation services, complemented by its own professional development experience, lend a personal element to project management training that allows on-the-job, one-on-one, real-time learning to occur in the business environment on a daily basis. Classroom training is most successful when the learning is applied in the workplace; by adding this element to a traditional training program, APQC's coaching and development services ensure that classroom learning is not lost when the formal course ends.

Finally, as with all APQC services, program and project management services are enriched by the wealth of primary and secondary research efforts undertaken in this area. APQC recently completed a primary benchmarking study in project management that surveyed 26 organizations in both the public and private sectors on issues of staffing, strategy, methodology, processes, and tools. Its extensive library and full-time Information Services librarians are available to locate existing publications and research on any subject within the program and project management purview.

APQC's approach includes the fundamental activities of planning, developing, implementing, and evaluating. Key tasks range from strategic planning to work plan development, brainstorming to final reporting, budgeting to invoicing, and team selection to professional development. The success of any project relies heavily on proven methodology that provides a solid foundation and accommodates the unique and ever-changing needs of the projects it supports. APQC's approach accomplishes both and has been proven through decades of successful business improvement initiatives.

Most importantly, APQC strives to integrate all program and project management services within each effort to provide the most comprehensive and complete management solution. It tailors each set of services according to the needs of the project and can employ services individually or in tandem as needed. APQC's long history in productivity and quality improvement, coupled with its unique nature as a small, nonprofit research and education organization, give it the freedom and flexibility to do so.

Project Integration and Project Management Services rendered under SIN 874-7 will be priced according to the following rates:

Labor Category	Government Daily Rate*	Government Hourly Rate*
Executive / Subject Matter Expert	\$2,194.50	\$274.31
Subject Matter Expert	\$1,795.50	\$224.44
Project Manager	\$1,795.50	\$224.44
Senior Specialist (Sr. Consultant)	\$1,396.50	\$174.56
Senior Survey Specialist	\$1,396.50	\$174.56
Specialist (Consultant)	\$1,197.00	\$149.62
Survey Specialist	\$1,197.00	\$149.62
Administrative Support	\$399.00	\$49.87

* Travel costs will be billed in accordance with the regulatory implementation of Public Law 99-234, FAR 31.205-46, Travel Costs.

LABOR CATEGORY DESCRIPTIONS

Executive / Subject Matter Expert

Member of APQC’s executive team providing subject matter expertise in a specific functional area including, but not limited to, balanced scorecard, benchmarking, knowledge management, performance measurement, process improvement, quality improvement, etc. Minimum requirements: Bachelor’s degree and 10+ years of experience.

Subject Matter Expert

Experienced manager providing subject matter expertise in a specific functional area including, but not limited to, balanced scorecard, benchmarking, knowledge management, performance measurement, process improvement, quality improvement, etc. Minimum requirements: Bachelor’s degree and 5-10 years of experience, MBA a plus.

Project Manager

Experience manager providing guidance and direction to specific projects or tasks. Minimum requirements: 5-10 years in a consulting environment with budget and supervisory responsibilities. Bachelor’s degree required, MBA a plus.

Senior Specialist (Sr. Consultant)

Responsible for project management, delivering training, and facilitating and developing customized approaches for improvement needs. Minimum requirements: 5-10 years in a consulting environment with budget and supervisory responsibilities. Bachelor’s degree required, Master’s degree a plus.

Senior Survey Specialist

Responsible for project management, survey design and development, data collection, and the creation and management of customized databases for projects and activities requiring the analysis of information. Minimum requirements: 5-10 years business experience with budget and supervisory responsibilities. Bachelor’s degree required, Master’s degree a plus.

Specialist (Consultant)

An integral part of the project team, specialists are responsible for researching and synthesizing information, supporting individual projects, and preparing final reports and proposals. Minimum requirements: 3-5 years business experience. Bachelor’s degree required, Master’s degree a plus.

Survey Specialist

Responsible for project management, survey design and development, data collection, and the creation and management of customized databases for projects and activities requiring the analysis of information. Minimum requirements: Bachelor’s degree and 3-5 years business experience.

Administrative Support

Provides administrative and project support. Minimum requirements: Proficient in office automation tools and 5 years business and administrative experience.

