

**GENERAL SERVICES ADMINISTRATION**  
**Federal Supply Service**  
**Authorized Federal Supply Schedule Price List**

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!® a menu-driven database system. The INTERNET address for GSA Advantage!® is: [GSAAdvantage.gov](http://GSAAdvantage.gov).

**Multiple Award Schedule (MAS)**

**FSC Group: Professional Services**  
**Product Service Codes (PSC): R408; R704**

**Contract Number: GS-10F-0370X**

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at [GSA.gov](http://GSA.gov).

**Contract Period: 12 Jul 2011 – 11 Jul 2026**

**Effective as of Modification #PA-0039 effective 16 April 2021 and  
#PO-0037 effective 12 July 2021**

***LDSS, Inc (D.B.A. LDSS)***

**5100 Springfield Street, Suite 104  
Dayton, OH 45431-1251**

**Business Size: Small, Woman Owned**

Prices Shown Herein are Net (discount deducted)

For more information on **LDSS'** MAS Professional Services:

Ann Hurley  
Chief Executive Officer  
Office: 937.252.0261  
Fax: 937.252.0271  
[ann.hurley@ldsscorp.com](mailto:ann.hurley@ldsscorp.com)  
[www.ldsscorp.com](http://www.ldsscorp.com)

## General Information

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

SIN	Recovery	SIN Title
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
611430	611430RC	Professional and Management Development Training
OLM	OLM	Order-Level Materials (OLM)
OLM	OLMSTLOC	Order Level Materials (State and Local)

### 1b. Pricing

Labor category rates proposed in support of SINs 541611 and 611430, as well as Training/Course rates are listed and valid for both client and LDSS sites. See **Appendix 1** for LDSS prices.

Services for SIN OLM are established and priced at the order level. Please see [www.gsa.gov/olm](http://www.gsa.gov/olm) for more information.

### 1c. Description of Items

See **Appendix 4** for LDSS Labor Category Descriptions.

### 2. Maximum order:

SIN	Maximum Order
541611	\$1,000,000
611430	\$1,000,000
OLM	\$250,000

### 3. Minimum order:

\$100.00

### 4. Geographic coverage (delivery area):

Worldwide

### 5. Point(s) of production:

5100 Springfield St Ste 104  
Dayton, OH 45431-1251, US

### 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. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

### 9. Foreign items:

N/A

**10a. Time of delivery:**

To Be Determined at the Task Order level.

**10b. Expedited delivery:**

Items available for expedited delivery are noted in this price list. To Be Determined at the Task Order level.

**10c. Overnight and 2-day delivery:**

Contact Contractor.

**10d. Urgent requirements:**

Contact Contractor.

**11. F.O.B. point(s):**

Destination.

**12a. Ordering address (Domestic and Worldwide):**

LDSS Corporation  
5100 Springfield Street, Suite 104  
Dayton, OH 45431-1251

Phone: 937.252.0261  
FAX: 937.252.0271  
E-mail: [GSAorders@ldsscorp.com](mailto:GSAorders@ldsscorp.com)

Attn: Ann Hurley ([ann.hurley@ldsscorp.com](mailto:ann.hurley@ldsscorp.com))

**12b. Ordering procedures:**

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

**13. Payment addresses:**

Electronic Funds Transfer:

LDSS Corporation  
Fifth Third Bank (Western Ohio)  
PO Box 630900  
Cincinnati, OH 45263-0900

Remittance Address:

LDSS Corporation  
5100 Springfield Street, Suite 104  
Dayton, OH 45431-1251

**14. Warranty provision:**

Standard Commercial Warranty Terms & Conditions.

**15. Export packing charges:**

N/A

**16. Terms and conditions of rental, maintenance, and repair:**

N/A

**17. Terms and conditions of installation:**

N/A

**18a. Terms and conditions of repair parts:**

N/A

**18b. Terms and conditions for any other services:**

N/A

**19. List of service and distribution points:**

N/A



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**20. List of participating dealers:**

N/A

**21. Preventative maintenance:**

N/A

**22a. Special attributes such as environmental attributes:**

N/A

**22b. Section 508 Compliance:**

N/A

**23. Unique Entity Identifier (UEI) Number:**

788088594

**24. System for Award Maintenance (SAM):**

LDSS is registered and active in SAM.

## LDSS Overview

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Leading and Dynamic Services and Solutions (LDSS) Corporation was founded and incorporated on 03 November 2006, when Ms. Ann M. Hurley and Ms. Billie T. Common entered into a business partnership to form a Woman-Owned Small Business that provides its customers with high-performing consultants and results-oriented solutions. LDSS is headquartered in Dayton, Ohio, near Wright- Patterson Air Force Base. LDSS is quickly building a strong reputation with its customers as a high-performing, results-oriented solutions provider offering technical, consulting, and advisory and assistance services to government and commercial clients. Specifically, LDSS delivers professional acquisition management, program and project management, strategic consulting, executive coaching, training, facilitation, knowledge management, business process, and IT portfolio management services and products.

LDSS' mission is to:

- Astound our customers by striving to understand their environment well enough to perceive trends, anticipate impacts, and deliver Leading and Dynamic Services and Solutions; and
- Create an exclusive and highly coveted work experience by recruiting, employing and fostering highly skilled and motivated professionals.

LDSS' primary asset is its people. By taking care of those people, LDSS attracts a highly skilled and motivated workforce that provides our customers the best and most appropriate skill, knowledge, and experience mix. Since its inception, LDSS has become the premier choice for addressing our clients' needs.

## Description of Services

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### SIN 541611 Management and Financial Consulting. Acquisition and Grants Management Support

Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency's portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award.

Personal services as defined in FAR 37.104 are prohibited.

### SIN 611430 Professional and Management Development Training

611430 services include offering an array of short duration courses and seminars for management and professional development. Training for career development may be provided directly to individuals or through employers' training programs, and courses may be customized or modified to meet the special needs of customers. Instruction may be provided in diverse settings, such as the establishment's or agency's training facilities, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided may include the use of simulators and simulation methods. Proposed professional services shall be in support of planning, creating, and/or executing testing and test administration, learning management, internship, or development of new courses or subject matter delivered via an instructor-led (i.e., traditional classroom setting or

conference/seminar) and/or web-based (i.e., Internet/Intranet, software packages and computer applications) system.

Examples include Training Services that are instructor led Training or Web Based Training of Education Courses, Course Development and Test Administration, Learning Management, and Internships; Environmental Training Services in order to meet Federal mandates and Executive Orders; training of agency personnel to deal with media and media responses; Logistics Training Services related to system operations, automated tools for supply and value chain management, property and inventory management, distribution and transportation management, and maintenance of equipment and facilities; Audit & Financial training services related to course development and instruction required to support audit, review, financial assessment and financial management activities.

Any firm offering Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Training for Acquisition Workforce Personnel will include and identify only DAWIA and FAC-C courses that have been deemed DAU equivalent or approved by the Federal Acquisition Institute (FAI).

NOTE: In accordance with OMB Policy Letter 05-01, civilian agencies must follow the course equivalency determinations accepted by the Defense Acquisition University (DAU) to ensure that core training is comparable across the workforce and qualifies for certification. When procuring FAC-C and DAWIA training for the audience identified below, the task order level Contracting Officer shall confirm that the courses being acquired are listed on one of the following websites:

<https://www.fai.gov/drupal/certification/verified-contracting-course-vendor-listing> OR

<http://icatalog.dau.mil/appg.aspx> (click on commercial vendors). Training Audience-Acquisition professionals interested in completing FAC-C or DAWIA.

### **SIN OLM – Order Level Materials**

OLMs are supplies and/or services acquired in direct support of an individual task or delivery order placed against a Schedule contract or BPA. OLM pricing is not established at the Schedule contract or BPA level, but at the order level. Since OLMs are identified and acquired at the order level, the ordering contracting officer (OCO) is responsible for making a fair and reasonable price determination for all OLMs.

OLMs are procured under a special ordering procedure that simplifies the process for acquiring supplies and services necessary to support individual task or delivery orders placed against a Schedule contract or BPA. Using this new procedure, ancillary supplies and services not known at the time of the Schedule award may be included and priced at the order level.

#### **OLM SIN-Level Requirements/Ordering Instructions:**

##### **OLMs are:**

- Purchased under the authority of the FSS Program.
- Unknown until an order is placed.
- Defined and priced at the ordering activity level in accordance with GSAR clause 552.238-115 Special Ordering Procedures for the Acquisition of Order-Level Materials. (Price analysis for OLMs is not conducted when awarding the FSS contract or FSS BPA; therefore, GSAR 538.270 and 538.271 do not apply to OLMs).
- Only authorized for use in direct support of another awarded SIN.
- Only authorized for inclusion at the order level under a Time-and-Materials (T&M) or Labor-Hour (LH) Contract Line Item Number (CLIN).
- Subject to a Not To Exceed (NTE) ceiling price.

##### **OLMs are not:**

- "Open Market Items."
- Items awarded under ancillary supplies/services or other direct cost (ODC) SINs (these items are defined, priced, and awarded at the FSS contract level).

##### **OLM Pricing:**

- Prices for items provided under the Order-Level Materials SIN must be inclusive of the Industrial Funding Fee (IFF).
- The value of OLMs in a task or delivery order, or the cumulative value of OLMs in orders against an FSS BPA awarded under an FSS contract, cannot exceed 33.33%.
- NOTE: When used in conjunction with a Cooperative Purchasing eligible SIN, this SIN is Cooperative Purchasing Eligible.



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**Appendix 1 – Labor Rates**

**LDSS Site Rates (SIN 541611)**

Labor Category		Year 11 (07/12/21– 07/11/22)	Year 12 (07/12/22– 07/11/23)	Year 13 (07/12/23– 07/11/24)	Year 14 (07/12/24– 07/11/25)	Year 15 (07/12/25– 07/11/26)
1	Program Manager	\$160.34	\$163.54	\$166.82	\$170.15	\$173.55
2	Project Manager	\$130.71	\$133.33	\$135.99	\$138.71	\$141.49
3	Principal Management Consultant	\$141.72	\$144.55	\$147.44	\$150.39	\$153.40
4	Senior Management Consultant	\$137.70	\$140.45	\$143.26	\$146.12	\$149.05
5	Principal Program Analyst	\$138.52	\$141.29	\$144.11	\$146.99	\$149.93
6	Senior Program Analyst	\$93.62	\$95.49	\$97.40	\$99.35	\$101.34
7	Program Analyst	\$86.48	\$88.21	\$89.97	\$91.77	\$93.61
8	Junior Program Analyst	\$79.03	\$80.61	\$82.22	\$83.87	\$85.54
9	Senior Quality Assurance Manager	\$175.17	\$178.67	\$182.24	\$185.89	\$189.61
10	Configuration Management Specialist	\$144.94	\$147.84	\$150.79	\$153.81	\$156.88
11	Junior Configuration Management Specialist	\$106.79	\$108.93	\$111.11	\$113.33	\$115.60
12	Senior Planning Support Staff	\$82.97	\$84.63	\$86.33	\$88.05	\$89.81
13	Senior Administrative Specialist**	\$93.19	\$95.05	\$96.95	\$98.89	\$100.87
14	Administrative Specialist**	\$61.78	\$63.01	\$64.27	\$65.56	\$66.87
15	Junior Administrative Specialist**	\$53.27	\$54.33	\$55.42	\$56.53	\$57.66
16	Senior Functional Analyst	\$89.03	\$90.81	\$92.63	\$94.48	\$96.37
17	Functional Analyst	\$79.94	\$81.54	\$83.17	\$84.83	\$86.53
18	Junior Functional Analyst	\$77.27	\$78.82	\$80.39	\$82.00	\$83.64
19	Principal Systems Analyst	\$216.48	\$220.81	\$225.22	\$229.73	\$234.32
20	Senior Systems Analyst	\$192.58	\$196.44	\$200.36	\$204.37	\$208.46
21	Systems Analyst	\$151.46	\$154.49	\$157.58	\$160.73	\$163.94
22	Junior Systems Analyst	\$124.72	\$127.22	\$129.76	\$132.36	\$135.01
23	Senior Executive Consultant	\$331.10	\$337.72	\$344.48	\$351.36	\$358.39
24	Executive Consultant	\$288.33	\$294.09	\$299.98	\$305.98	\$312.10
25	Principal Consultant	\$200.22	\$204.22	\$208.31	\$212.47	\$216.72
26	Senior Consultant	\$150.46	\$153.47	\$156.54	\$159.67	\$162.86
27	Consultant	\$109.82	\$112.02	\$114.26	\$116.54	\$118.87
28	Junior Consultant	\$77.99	\$79.55	\$81.14	\$82.76	\$84.42
29	Senior Systems Engineer	\$182.99	\$186.65	\$190.38	\$194.19	\$198.07
30	Systems Engineer	\$150.32	\$153.33	\$156.39	\$159.52	\$162.71
31	Senior Test Engineer	\$142.22	\$145.07	\$147.97	\$150.93	\$153.95
32	Test Engineer	\$140.42	\$143.23	\$146.09	\$149.01	\$151.99
33	Junior Test Engineer	\$74.57	\$76.06	\$77.58	\$79.13	\$80.71
34	Executive Coach	\$386.27	\$394.00	\$401.88	\$409.91	\$418.11
35	Coach	\$312.42	\$318.67	\$325.04	\$331.55	\$338.18
36	Principal Training/Counselor Specialist	\$135.04	\$137.74	\$140.49	\$143.30	\$146.17
37	Senior Technical Writer**	\$102.90	\$104.96	\$107.06	\$109.20	\$111.38
38	Technical Writer**	\$84.70	\$86.40	\$88.13	\$89.89	\$91.69
39	Junior Technical Writer**	\$57.53	\$58.68	\$59.85	\$61.05	\$62.27





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**Client Site Rates (SIN 541611)**

Labor Category		Year 11 (07/12/21– 07/11/22)	Year 12 (07/12/22– 07/11/23)	Year 13 (07/12/23– 07/11/24)	Year 14 (07/12/24– 07/11/25)	Year 15 (07/12/25– 07/11/26)
1	Program Manager	\$145.77	\$148.69	\$151.66	\$154.70	\$157.79
2	Project Manager	\$118.85	\$121.22	\$123.65	\$126.12	\$128.64
3	Principal Management Consultant	\$128.85	\$131.42	\$134.05	\$136.73	\$139.47
4	Senior Management Consultant	\$125.18	\$127.69	\$130.24	\$132.85	\$135.50
5	Principal Program Analyst	\$125.92	\$128.44	\$131.01	\$133.63	\$136.30
6	Senior Program Analyst	\$85.10	\$86.80	\$88.54	\$90.31	\$92.11
7	Program Analyst	\$78.61	\$80.19	\$81.79	\$83.43	\$85.09
8	Junior Program Analyst	\$71.84	\$73.28	\$74.75	\$76.24	\$77.76
9	Senior Quality Assurance Manager	\$175.17	\$178.67	\$182.24	\$185.89	\$189.61
10	Configuration Management Specialist	\$131.75	\$134.39	\$137.08	\$139.82	\$142.61
11	Junior Configuration Management Specialist	\$97.09	\$99.03	\$101.01	\$103.03	\$105.09
12	Senior Planning Support Staff	\$75.43	\$76.94	\$78.48	\$80.05	\$81.65
13	Senior Administrative Specialist**	\$93.19	\$95.05	\$96.95	\$98.89	\$100.87
14	Administrative Specialist**	\$56.17	\$57.29	\$58.44	\$59.60	\$60.80
15	Junior Administrative Specialist**	\$48.43	\$49.40	\$50.39	\$51.39	\$52.42
16	Senior Functional Analyst	\$80.93	\$82.55	\$84.20	\$85.89	\$87.60
17	Functional Analyst	\$72.67	\$74.12	\$75.61	\$77.12	\$78.66
18	Junior Functional Analyst	\$70.24	\$71.65	\$73.08	\$74.54	\$76.03
19	Principal Systems Analyst	\$216.48	\$220.81	\$225.22	\$229.73	\$234.32
20	Senior Systems Analyst	\$175.07	\$178.57	\$182.14	\$185.78	\$189.50
21	Systems Analyst	\$137.68	\$140.43	\$143.24	\$146.10	\$149.03
22	Junior Systems Analyst	\$113.39	\$115.66	\$117.97	\$120.33	\$122.74
23	Senior Executive Consultant	\$301.00	\$307.02	\$313.16	\$319.42	\$325.81
24	Executive Consultant	\$262.12	\$267.36	\$272.71	\$278.16	\$283.72
25	Principal Consultant	\$182.02	\$185.66	\$189.38	\$193.16	\$197.03
26	Senior Consultant	\$136.78	\$139.51	\$142.30	\$145.15	\$148.05
27	Consultant	\$99.83	\$101.83	\$103.86	\$105.94	\$108.06
28	Junior Consultant	\$70.90	\$72.32	\$73.77	\$75.24	\$76.75
29	Senior Systems Engineer	\$166.35	\$169.67	\$173.07	\$176.53	\$180.06
30	Systems Engineer	\$136.66	\$139.39	\$142.18	\$145.02	\$147.92
31	Senior Test Engineer	\$142.22	\$145.07	\$147.97	\$150.93	\$153.95
32	Test Engineer	\$127.66	\$130.21	\$132.82	\$135.47	\$138.18
33	Junior Test Engineer	\$67.79	\$69.14	\$70.52	\$71.93	\$73.37
34	Executive Coach	\$351.16	\$358.19	\$365.35	\$372.66	\$380.11
35	Coach	\$284.02	\$289.70	\$295.50	\$301.41	\$307.43
36	Principal Training/Counselor Specialist	\$122.76	\$125.22	\$127.72	\$130.28	\$132.88
37	Senior Technical Writer**	\$93.55	\$95.42	\$97.32	\$99.27	\$101.26
38	Technical Writer**	\$77.00	\$78.54	\$80.11	\$81.72	\$83.35
39	Junior Technical Writer**	\$52.29	\$53.34	\$54.41	\$55.49	\$56.60



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**LDSS Site Rates (SIN 611430)**

Labor Category		Year 11 (07/12/21- 07/11/22)	Year 12 (07/12/22- 07/11/23)	Year 13 (07/12/23- 07/11/24)	Year 14 (07/12/24- 07/11/25)	Year 15 (07/12/25- 07/11/26)
1	Project Manager	\$130.71	\$133.33	\$135.99	\$138.71	\$141.49
2	Senior Management Consultant	\$137.70	\$140.45	\$143.26	\$146.12	\$149.05
3	Senior Administrative Specialist**	\$93.19	\$95.05	\$96.95	\$98.89	\$100.87
4	Administrative Specialist**	\$61.78	\$63.01	\$64.27	\$65.56	\$66.87
5	Senior Executive Consultant	\$331.10	\$337.72	\$344.48	\$351.36	\$358.39
6	Executive Consultant	\$288.33	\$294.09	\$299.98	\$305.98	\$312.10
7	Principal Consultant	\$200.22	\$204.22	\$208.31	\$212.47	\$216.72
8	Executive Coach	\$386.27	\$394.00	\$401.88	\$409.91	\$418.11
9	Coach	\$312.42	\$318.67	\$325.04	\$331.55	\$338.18
10	Principal Training/Counselor Specialist	\$135.04	\$137.74	\$140.49	\$143.30	\$146.17

**Client Site Rates (SIN 611430)**

Labor Category		Year 11 (07/12/21- 07/11/22)	Year 12 (07/12/22- 07/11/23)	Year 13 (07/12/23- 07/11/24)	Year 14 (07/12/24- 07/11/25)	Year 15 (07/12/25- 07/11/26)
1	Project Manager	\$118.85	\$121.22	\$123.65	\$126.12	\$128.64
2	Senior Management Consultant	\$125.18	\$127.69	\$130.24	\$132.85	\$135.50
3	Senior Administrative Specialist**	\$93.19	\$95.05	\$96.95	\$98.89	\$100.87
4	Administrative Specialist**	\$56.17	\$57.29	\$58.44	\$59.60	\$60.80
5	Senior Executive Consultant	\$301.00	\$307.02	\$313.16	\$319.42	\$325.81
6	Executive Consultant	\$262.12	\$267.36	\$272.71	\$278.16	\$283.72
7	Principal Consultant	\$182.02	\$185.66	\$189.38	\$193.16	\$197.03
8	Executive Coach	\$351.16	\$358.19	\$365.35	\$372.66	\$380.11
9	Coach	\$284.02	\$289.70	\$295.50	\$301.41	\$307.43
10	Principal Training/Counselor Specialist	\$122.76	\$125.22	\$127.72	\$130.28	\$132.88

**Service Contract Labor Standards (SCLS/) Matrix:**

SCA/SCLS Matrix		
SCLS Eligible Contract Labor Category/Fixed Price Service	SCLS Equivalent Code Title	WD Number
Jr Technical Writer	30461-Technical Writer I	2015-4001
Technical Writer	30462-Technical Writer II	2015-4001
Sr Technical Writer	30463-Technical Writer III	2015-4001
Sr Administrative Specialist	01020-Administrative Assistant	2015-4001
Administrative Specialist	01263-Personnel Assistant II	2015-4001
Jr Administrative Specialist	01262-Personnel Assistant I	2015-4001

The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (\*\*) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).



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**Appendix 2 – Training/Course Rates**

Course Title	Course Length	Minimum Participants	Maximum Participants	Price per Course
Change Management*	3 days	15	30	\$ 10,325.00
Conflict Resolution Skills*	4 days	15	30	\$ 14,755.15
Crucial Conversations (2 Day)*	2 days	15	30	\$ 5,280.00
Crucial Conversations (3 Day)*	3 days	15	30	\$ 7,920.00
Emerging Leader*	3 days	15	25	\$ 24,550.00
Fundamentals of Project Management*	3 days	10	25	\$ 9,585.00
Influencer*	2 days	15	30	\$ 7,920.00
Resiliency*	2 days	15	30	\$ 8,751.76
Strategic Planning*	3 days	10	25	\$ 11,088.00
Strategic Thinking*	1 day	15	40	\$ 11,212.50
Strengths Finder Workshop*	2 days	3	11	\$ 7,362.56
Team Building*	2 days	10	30	\$ 5,431.20

*\*Price does not include travel costs; price does not include facility costs if contractor facility is preferred.*



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### Appendix 3 – Qualifications Matrix

LDSS provides education level and relative experience guidelines for each labor category within this GSA Schedule. However, through our years of hiring and management experience, we have learned that the best candidates for the position do not always meet both the education and experience guidelines. As a result, LDSS has developed a method which credits additional years of experience in lieu of advanced education and, conversely, credits advanced education in lieu of additional years of related experience. In no case will additional experience or advanced education level be accepted if the candidate is not otherwise qualified to perform the duties required of the position.

The included table outlines LDSS’ method for applying adjustments to the LDSS MAS Labor Category Education and Experience guidelines. For example, the guidelines indicate education and experience for a Senior Management Consultant should be a Bachelor’s degree and 10 years of experience. Our adjustment method indicates that a qualified candidate might possess a Master’s degree with only 7 years of experience while another qualified candidate might possess an Associate’s degree with 14 years of experience. All three scenarios could provide qualified candidates to fill the Senior Management Consultant labor category.

LDSS Labor Category	Guideline		Education - Experience Equivalence				
	Education	Experience (Yrs.)	PhD+	MA/MS+	BA/BS+	AA/AS+	High School
Program Manager	BA/BS	10	3	7		14	18
Project Manager	BA/BS	7	1	4		10	15
Principal Management Consultant	MA/MS	15	3		18	20	N/A
Senior Management Consultant	BA/BS	10	3	7		14	18
Principal Program Analyst	BA/BS	10	3	7		14	18
Senior Program Analyst	BA/BS	7	1	4		10	15
Program Analyst	BA/BS	5	1	3		8	12
Junior Program Analyst	BA/BS	2	0	2		5	10
Senior Quality Assurance Manager	BA/BS	7	1	4		10	15
Configuration Management Specialist	BA/BS	5	1	3		8	12
Junior Configuration Management Specialist	BA/BS	2	0	2		5	10
Senior Planning Support Staff	HS	0	Relevant	Relevant	Relevant	Relevant	Relevant
Senior Administrative Specialist	AA/AS	7	3	3	5		10
Administrative Specialist	HS	3	Relevant	Relevant	Relevant	1	
Junior Administrative Specialist	HS	1	Relevant	Relevant	Relevant	Relevant	



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LDSS Labor Category	Guideline		Education - Experience Equivalence				
	Education	Experience (Yrs.)	PhD+	MA/MS+	BA/BS+	AA/AS+	High School
Senior Functional Analyst	BA/BS	6	1	3		9	13
Functional Analyst	BA/BS	4	2	2		7	10
Junior Functional Analyst	AA/AS	1	1	1	1		5
Principal Systems Analyst	MA/MS	12	3		15	17	N/A
Senior Systems Analyst	BA/BS	8	2	5		12	18
Systems Analyst	BA/BS	5	1	3		8	12
Junior Systems Analyst	BA/BS	3	0	3		5	10
Senior Executive Consultant	MA/MS	10	10		15	N/A	N/A
Executive Consultant	MA/MS	7	5		10	N/A	N/A
Principal Consultant	MA/MS	12	3		15	17	N/A
Senior Consultant	BA/BS	8	2	5		12	18
Consultant	BA/BS	5	1	4		10	15
Junior Consultant	BA/BS	2	0	2		5	10
Senior Systems Engineer	BA/BS	7	1	4		10	15
Systems Engineer	BA/BS	5	1	3		8	12
Senior Test Engineer	BA/BS	7	1	4		10	15
Test Engineer	BA/BS	5	1	3		8	12
Junior Test Engineer	BA/BS	3	0	3		5	10
Executive Coach	MA/MS	15	15		N/A	N/A	N/A
Coach	MA/MS	5	5		10	N/A	N/A
Principal Training/Counselor Specialist	BA/BS	8	8	8		N/A	N/A
Senior Technical Writer	BA/BS	7	1	4		10	15
Technical Writer	BA/BS	4	0	2		7	10
Junior Technical Writer	HS	2	0	0	Relevant	1	

## Appendix 4 – LDSS Labor Category Descriptions

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### **Labor Category Name: Program Manager**

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**Education:** Bachelor's Degree in Management or IT related field.

**Experience:** At least ten (10) years of combined experience managing technical projects and programs through the full system-development life cycle. Fundamental management, leadership, and diplomacy skills. Substantial experience in the use of a structured methodology is required. Must possess the ability to identify and secure additional project work in current engagements. Project Management Institute's Project Management Professional (PMP) and/or Program Management Professional (PgMP) certifications considered a plus.

**Functional Responsibilities:** The Program Manager is the recognized program leader and is responsible for overall contract performance and performance of all projects within the program. The Program Manager formulates and enforces program-wide work standards, assembles organizes, and staffs highly skilled teams, manages and provides direction for multiple large complex projects, and effectively communicates assignments to project leadership personnel. Additionally, the Program Manager manages financial budgets, integrates program resources, negotiates scope and priorities, constructs program-plans for highly complex e-business offerings, facilitates status meetings and presentations, and coordinates specific project tasks, resources, schedules, and deliverables. The Program Manager serves as a primary point of contact for clients and interfaces with client management personnel, customer agency representatives, and project managers relating to engagement management and scope.

### **Labor Category Name: Project Manager**

---

**Education:** Bachelor's Degree

**Experience:** At least seven (7) years of experience managing technical projects. Specialized experience includes complete project development from inception to deployment (system-development lifecycle); ability to provide guidance and direction in tasks to be supported; expertise in managing and controlling funds and resources; ability to manage multi-task contracts similar to this type and complexity. General experience includes increasing responsibilities in information systems design and management. Substantial experience in the use of a structured methodology is preferred. Project Management Institute's Project Management Professional (PMP) certification considered a plus.

**Functional Responsibilities:** The Project Manager is the recognized project leader responsible for the overall project performance. Project Manager is responsible for formulating and enforcing work standards, assigning schedules, reviewing work discrepancies, supervising contractor personnel and communicating policies, purposes, and goals of the organization and the project to subordinates. The Project Manager monitors project tasks, anticipates problems and works to mitigate them, and keeps the Program Manager abreast of all project risks, issues, progress, and accomplishments. The Project Manager serves as a primary point of contact for the project client and interacts with client management personnel concerning project scope, costs, schedule, performance, quality, and risks. Additionally, responsibilities may include serving as the contractor's contract manager, and as the contractor's authorized interface with the government Contracting Officer (CO), the Contracting Officer's Representative (COR), government management personnel and customer agency representatives.

---

**Labor Category Name: Principal Management Consultant**

---

**Education:** Master's Degree

**Experience:** At least fifteen (15) years of progressive experience related to management and possesses ability to work across a broad spectrum of management activities including, but not limited to: 1) determination of requirements within available resources (e.g., funds, manpower, facilities, equipment, supplies, and services); 2) design and development, procurement, production, distribution, maintenance, transportation, and utilization and disposal of material; 3) common and distinct business elements and how integrated business-support techniques enable them; 4) financial/accounting and contracting activities; 5) specialized support requirements and mission or program goals; and 6) economic and business case analysis, risk studies, and feasibility and technical trade-off studies.

**Functional Responsibilities:** The Principal Management Consultant is recognized as a management thought-leader and expert in a functional, technical, or industry-specific area as specified by the client. The Principal Management Consultant demonstrates thought leadership and fluent issue analyses, assesses scope of client issues, and leads development and execution of strategic client programs. The Principal Management Consultant serves as the functional or industry specialist within the areas of strategic planning, process analysis, benchmarking, and organizational and operational issues. The Principal Management Consultant also conducts economic and business case analysis, risk studies, and feasibility and technical trade-off studies in support of mission and program goals.

---

**Labor Category Name: Senior Management Consultant**

---

**Education:** Bachelor's Degree

**Experience:** At least ten (10) years of progressive experience in the area to be supported and possesses ability to work across a broad spectrum of management activities. These include, but are not limited to: 1) determination of requirements within available resources (e.g., funds, manpower, facilities, equipment, supplies and services); 2) design and development, procurement, production, distribution, maintenance, transportation, and utilization and disposal of material; 3) common and distinct business elements and how integrated business-support techniques enable them; 4) financial/accounting and contracting activities; 5) specialized support requirements and mission or program goals; and 6) economic and business case analysis, risk studies, and feasibility and technical trade-off studies.

**Functional Responsibilities:** The Senior Management Consultant is recognized as a management expert in a functional, technical, or industry-specific area as specified by the client. The Senior Management Consultant demonstrates thought leadership and issue analysis, assesses scope of client issues, and leads development and execution of strategic client programs. The Senior Management Consultant serves as the functional or industry specialist within the areas of strategic planning, process analysis, activity-based costing, benchmarking, and organizational and operational issues. The Senior Management Consultant also conducts economic and business case analysis, risk studies, and feasibility and technical trade-off studies in support of mission and program goals.

---

**Labor Category Name: Principal Program Analyst**

---

**Education:** Bachelor's Degree

**Experience:** At least ten (10) years' experience in program management related functions is required with analysis techniques and tools such as modeling and simulation, operations research techniques, functional decomposition, surveys, business process reengineering, and policy analysis.

**Functional Responsibilities:** The Principal Program Analyst provides analysis, assessment, and technical or business area expertise in support of program management objectives. The Principal Program Analyst utilizes proficient or unique knowledge in areas including but not limited to finance, accounting, information technology, human resources, contracting and procurement, research and analysis, or other program support fields. The Principal Program Analyst possesses thorough understanding of complex business practices and the ability to analyze, evaluate and implement systems or processes. The Principal Program Analyst leads teams and supervises employees who process business requirements, including but not limited to, analysis, evaluation and implementation of systems, programs, or processes. The Principal Program Analyst plans, designs, and conducts studies including risk analyses, contingency planning, and feasibility studies. The Principal Program Analyst creates program work products such as presentations, budgets, schedules, plans, and complex spreadsheets. The Principal Program Analyst works directly with Program, Project, and Senior Managers.

---

**Labor Category Name: Senior Program Analyst**

---

**Education:** Bachelor's Degree

**Experience:** At least seven (7) years' experience in program management related functions is required with analysis techniques and tools such as modeling and simulation, operations research techniques, functional decomposition, surveys, business process reengineering, and policy analysis.

**Functional Responsibilities:** The Senior Program Analyst provides analysis, assessment, and technical or business area expertise in support of program management objectives. The Senior Program Analyst utilizes advanced level or unique knowledge in areas including but not limited to finance, accounting, information technology, human resources, contracting and procurement, research and analysis, or other program support fields. The Senior Program Analyst understands business practices and is able to analyze, evaluate and implement systems or processes. The Senior Program Analyst leads teams that process business requirements including but not limited to, analysis, evaluation, and implementation of systems, programs or processes. The Senior Program Analyst plans, designs, and conducts studies including risk analyses, contingency planning, and feasibility studies. The Senior Program Analyst creates program work products such as presentations, schedules, plans, and complex spreadsheets. The Senior Program Analyst requires demonstrated managerial and supervisory skills.





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**Labor Category Name: Program Analyst**

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**Education:** Bachelor's Degree

**Experience:** Five (5) years' experience in program management related functions is required.

**Functional Responsibilities:** The Program Analyst provides knowledge and experience relevant in management consulting, facilitation, survey, analysis, and related activities. The Program Analyst applies intermediate knowledge of the subject matter to analyze and solve problems in areas including but not limited to finance, accounting, information technology, human resources, contracting and procurement, research and analysis, or other program support fields. The Program Analyst assists in leading and participates in teams that process business requirements including but not limited to, analysis, evaluation, and implementation of systems or processes. The Program Analyst plans, designs, and conducts studies including risk analyses, contingency planning, and feasibility studies. The Program Analyst creates program work products such as presentations, plans, and spreadsheets.

---

**Labor Category Name: Junior Program Analyst**

---

**Education:** Bachelor's Degree

**Experience:** Two (2) years of professional experience is required.

**Functional Responsibilities:** The Junior Program Analyst provides analysis and research to specific projects. The Junior Program Analyst possesses basic knowledge in specialized technical fields including but not limited to finance, accounting, information technology, human resources, contracting and procurement, research and analysis, or other program support fields. The Junior Program Analyst supports managers on a variety of tasks and projects to support program management objectives. The Junior Program Analyst analyzes and presents data, maintains databases and contact information, and assists in the development of documents, presentations, spreadsheets, and reports.

---

**Labor Category Name: Senior Quality Assurance Manager**

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**Education:** Bachelor's Degree

**Experience:** At least seven (7) years of program management, project management, systems engineering, or system analysis is required. Specialized experience includes: quality control, configuration management, IV&V, testing, or metrics administration and their application to quality assessment.

**Functional Responsibilities:** The Senior Quality Assurance Manager oversees all aspects of an engagement's quality assurance program including but not limited to, the evaluation and configuration management of products, software, and associated documentation. The Senior Quality Assurance Manager organizes and maintains all quality assurance documentation required and ensures compliance with recognized standards and practices. The Senior Quality Assurance Manager participates in formal and informal reviews to determine quality, establishes and maintains configuration baselines, conducts configuration audits, supports the test and integration personnel as a witness to testing requirements, presents IV&V results and troubleshoots technical problems, and develops and implements processes to improve overall quality.



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**Labor Category Name: Configuration Management Specialist**

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**Education:** Bachelor's Degree

**Experience:** At least five (5) years of systems engineering or systems analysis

**Functional Responsibilities:** The Configuration Management Specialist supports configuration management or quality assurance activities throughout lifecycle of projects. The Configuration Management Specialist performs configuration management related tasks and activities including, but not limited to, configuration identification, change control, configuration status accounting, and deficiency reporting support. The Configuration Management Specialist manages configuration management related documentation, leads configuration audit activities, tracks status and closure of action items, and maintains official files for change requests, waivers, deviations, and proposals.

The Configuration Management Specialist facilitates Configuration Control Boards (CCB) and other review boards, and supports Joint Application Design (JAD) sessions, Technical Engineering Meetings (TEM) and Technical Interchange Meetings (TIM).

---

**Labor Category Name: Junior Configuration Management Specialist**

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**Education:** Bachelor's Degree

**Experience:** Two (2) years of general systems related experience.

**Functional Responsibilities:** The Junior Configuration Management Specialist supports configuration management or quality assurance activities throughout lifecycle of projects. The Junior Configuration Management Specialist performs configuration management related, as well as their associated administrative, tasks and activities, files and manages configuration management related documentation, and participates in and documents configuration audits. The Junior Configuration Management Specialist fulfills the secretariat function at Configuration Control Boards (CCB), other review boards, Joint Application Design (JAD) sessions, Technical Engineering Meetings (TEM) and Technical Interchange Meetings (TIM).

---

**Labor Category Name: Senior Planning Support Staff**

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**Education:** High School diploma or equivalent.

**Experience:** N/A

**Functional Responsibilities:** The Senior Planning Support personnel operate with a significant degree of autonomy. The individual provides support for day-to-day, as well as long-range, program planning and processes. Activities require innovative approaches, a broad understanding of program requirements, and the capability to interpret, integrate, and disseminate large volumes of information. The Senior Planning Support personnel provide support to technical and program management in the direction, preparation, and coordination of proposals, management plans, budgets, and schedules. These individuals utilize problem solving techniques and perform overall strategic, tactical, and operational planning. These individuals develop and follow established procedures and maintain contacts to facilitate conformance to customer requirements.



**Labor Category Name: Senior Administrative Specialist**

---

**Education:** Associate’s Degree

**Experience:** Seven (7) years of related Administrative experience

**Functional Responsibilities:** The Senior Administrative Specialist performs administrative, clerical, or secretarial functions in a management environment in support of a program’s or project’s senior leadership team. Tasks, activities, and functions include but are not limited to, scheduling meetings, conference resource scheduling, maintaining files, preparing travel arrangements, orders, and vouchers, receiving visitors, creating and editing presentations and graphics, photocopying, completing reports, maintaining office supplies levels, and other general office duties as assigned. The Senior Administrative Specialist must excel in general customer relations and have the confidence to work with senior-level Government, client, and contractor personnel. The Senior Administrative Specialist must be advanced in the use of computer software office tools, particularly email, word processing, spreadsheet, and presentation software. The Senior Administration Specialist must understand how to operate and perform routine user maintenance on common office equipment, such as facsimile (fax) machines, copiers, projectors, and PC printers.

The Senior Administrative Specialist must be a self-starter, able to work independently, and complete all assigned duties without supervisor.

**Labor Category Name: Administrative Specialist**

---

**Education:** High School diploma or equivalent.

**Experience:** Three (3) years of related Administrative experience

**Functional Responsibilities:** The Administrative Specialist performs administrative, clerical, or secretarial functions in a management environment in support of a program’s or project’s management and leadership team. Tasks, activities, and functions include but are not limited to, scheduling meetings, conference resource scheduling, maintaining files, preparing travel orders and vouchers, receiving visitors, creating and editing presentations and graphics, photocopying, completing reports, maintaining office supplies levels, and other general office duties as assigned. The Administrative Specialist must be proficient in general customer relations and be able to work with many levels of Government, client, and contractor personnel. The Administrative Specialist must be proficient in the use of computer software office tools, particularly email, word processing, spreadsheet, and presentation software. The Senior Administration Specialist must understand how to operate and perform routine user maintenance on common office equipment, such as facsimile (fax) machines, copiers, projectors, and PC printers. The Administrative Specialist must be able to work independently and complete all assigned duties with minimal supervisor.

**Labor Category Name: Junior Administrative Specialist**

---

**Education:** High School diploma or equivalent.

**Experience:** One (1) year of related Administrative experience

**Functional Responsibilities:** The Junior Administrative Specialist performs routine clerical or secretarial tasks in support of current contract or task order. Activities may include but are not limited to, word processing, presentation editing, filing, conference resource scheduling, and supporting a program’s or project’s management and leadership teams. The Administrative Specialist must be familiar with the use of computer software office tools, particularly email, word processing, spreadsheet, and presentation software.



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### **Labor Category Name: Senior Functional Analyst**

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**Education:** Bachelor's Degree in related functional or technical discipline.

**Experience:** Six (6) years' experience in the functional area to be supported. Experience includes, but not limited to: 1) determination of requirements, within available resources (e.g., funds, manpower, facilities, equipment, supplies and services); 2) design and development, procurement, production, storage, distribution, maintenance, transportation, utilization and disposal of material; 3) integrated functional elements and how they work together in support of major systems; and 4) specialized functional requirements and mission or program goals.

**Functional Responsibilities:** The Senior Functional Analyst is a recognized functional expert providing advice and guidance with respect to analysis and evaluation of complex customer processes and requirements. The Senior Functional Analyst prepares and analyzes functional specifications to determine information and process flows, develops process logic, and evaluates performance measures in support of complex implementation efforts. The Senior Functional Analyst may also interview technical personnel, and interpret reports, specifications, and drawings to better understand and analyze processes and requirements. The Senior Functional Analyst leads business process re-engineering (BPR) efforts and facilitates solution driven BPR results with the customer and developer.

### **Labor Category Name: Functional Analyst**

---

**Education:** Bachelor's Degree in related functional or technical discipline.

**Experience:** At least, four (4) years' experience in the functional area to be supported. Specific experience includes, but not limited to: 1) determination of requirements, within available resources (e.g., funds, manpower, facilities, equipment, supplies and services); 2) design and development, procurement, production, storage, distribution, maintenance, transportation, utilization and disposal of material; 3) integrated functional elements and how they work together in support of major systems; and 4) specialized functional requirements and mission or program goals.

**Functional Responsibilities:** The Functional Analyst is a recognized functional consultant providing advice and guidance with respect to analysis and evaluation of customer processes and requirements. The Functional Analyst prepares and analyzes functional specifications to determine information and process flows, develops process logic, and evaluates performance measures in support of complex implementation efforts. Additionally, the Functional Analyst may study the client's environment by analyzing job tasks, organizational structure, and user requirements to propose enterprise-wide solutions. The Functional Analyst also aids with data processing solutions according to business need and technical considerations, researches and analyzes data related to a functional area, and contributes to business process re-engineering (BPR) efforts and documents solution-driven BPR results.

---

**Labor Category Name: Junior Functional Analyst**

---

**Education:** Associate's Degree in related functional or technical discipline.

**Experience:** At least one (1) year experience in the functional area to be supported. Specific experience may include, but not limited to: 1) determination of requirements, within available resources (e.g., funds, manpower, facilities, equipment, supplies and services); 2) design and development, procurement, production, storage, distribution, maintenance, transportation, utilization and disposal of material; 3) integrated functional elements and how they work together in support of major systems; and 4) specialized functional requirements and mission or program goals.

**Functional Responsibilities:** The Junior Functional Analyst is a functional consultant performs qualitative and quantitative analysis of programs and information system schemes. The Junior Functional Analyst provides advice and guidance with respect to analysis and evaluation of customer processes and requirements. Additionally, the Junior Functional Analyst may study the client's environment by analyzing job tasks, organizational structure, and user requirements to contribute to enterprise-wide solutions. The Junior Functional Analyst researches and analyzes data related to a functional area, contributes to business process re-engineering (BPR) efforts and documents results.

---

**Labor Category Name: Principal Systems Analyst**

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**Education:** Master's Degree in computer science or related technical discipline.

**Experience:** At least twelve (12) years of experience in systems analysis, design or development.

**Functional Responsibilities:** The Principal Systems Analyst oversees systems analysis activities and plans and leads analyses of complex business processes and data processing requirements. The Principal Systems Analyst is a qualified authority in the systems development lifecycle who may develop analysis techniques and test strategies for the development and implementation of new systems. The Principal Systems Analyst provides professional findings of technical analysis, designs and prepares analysis reports and related documentation, and develops charts and graphs to record and report results. The Principal Systems Analyst is responsible for ensuring the quality of services delivered for particular projects and developing and implementing system analysis training specific to the customer.

---

**Labor Category Name: Senior Systems Analyst**

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**Education:** Bachelor's Degree in computer science or related technical discipline.

**Experience:** Eight (8) years of experience in systems analysis, design or development.

**Functional Responsibilities:** The Senior Systems Analyst plans and conducts analyses of complex business processes and data processing requirements to develop system requirements and design specifications. The Senior Systems Analyst evaluates commercial off the shelf products to assess their value and applicability as potential technology solutions for new or redesigned business processes. The Senior Systems Analyst is well-versed in the systems development lifecycle. The Senior Systems Analyst may also develop test strategies and plans and lead acceptance testing for new systems. The Senior Systems Analyst may also develop and lead proof of concept activities.

---

**Labor Category Name: Systems Analyst**

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**Education:** Bachelor's Degree in computer science or related technical discipline.

**Experience:** Five (5) years of experience in systems analysis, design or development.

**Functional Responsibilities:** The Systems Analyst conducts analyses of complex business processes and data processing requirements to develop system requirements and design specifications. The Systems Analyst evaluates commercial off the shelf products to assess their value and applicability as potential technology solutions for new or redesigned business processes. The Systems Analyst is well-versed in the systems development lifecycle. The Systems Analyst may also support developing testing plans and conducting acceptance testing for new systems.

---

**Labor Category Name: Junior Systems Analyst**

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**Education:** Bachelor's Degree in computer science or related technical discipline required.

**Experience:** Three (3) years of experience in systems analysis, design or development.

**Functional Responsibilities:** The Junior Systems Analyst conducts analyses of business processes and data processing requirements to develop system requirements, design, and system specifications and flow charts from which programs are written. The Junior Systems Analyst assists in research and fact-finding to develop or modify information systems. The Junior Systems Analyst understands the systems development lifecycle and the proper use of systems methods. The Junior Systems Analyst may also support designing, coding, testing, debugging, documenting and maintaining programs.

LDSS supported the Air Force transformation of its logistics business processes, systems, and organizational structures as part of the broader Department of Defense (DoD) effort to better support the warfighters. Existing business processes had to change to effectively utilize commercially proven best practices embedded in the chosen product. LDSS participated in technical interchange meetings associated with all program tasks and all phases of activities to include Business Design, Configuration, Development, and Implementation activities; Business Process Engineering/Re-engineering activities; Enterprise/Business/Systems/Data Architecture activities; Data Lifecycle Management operations; Business Transitioning/Transformational activities; Implementation/Rollout strategies and planning; and Fielding/Deployment Strategies and planning.

---

**Labor Category Name: Senior Executive Consultant (SEC)**

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**Education:** Master's degree in management, Counseling, Psychology, or IT related field.

**Experience:** At least ten (10) years of experience and in-depth knowledge in a particular, specialized business process, domain, methodology, or field. Documented experience in organizational development consulting, management consulting, work force development, facilitation, or in-depth subject matter knowledge. Experience working in a supervisory/managerial capacity is preferred.

**Functional Responsibilities:** The SEC plays a lead role in defining business needs, tests requirements, consulting, and system functionality. The SEC performs a wide array of organizational activities that include strategic planning, consulting, facilitation, training, knowledge sharing, and being a system and/or design architect. The SEC is used for a specific expertise in a specific field or area to research, analyze, evaluate, and recommend business process re-engineering solutions. The SEC provides greater insight and structure to complex engagements. The SEC provides consulting and facilitation services and training workshops in the areas of business processes or organizational and leadership development.

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**Labor Category Name: Executive Consultant (EC)**

---

**Education:** Master's degree in Management, Counseling, Psychology, or IT related field.

**Experience:** At least seven (7) years of demonstrated skills, reputation and experience and in-depth knowledge in a particular, specialized business process, domain, methodology. Management experience consulting, training, career counseling, or facilitating with mid or senior-level managers preferred. Recognized as an effective communicator and demonstrated experience in successfully leading strategic planning, process improvement, business re-engineering, conflict management, change management, organizational development and planning, or facilitation.

**Functional Responsibilities:** The EC plays a critical role in defining business needs, tests requirements, consulting, and system functionality. The EC can perform various duties including facilitator, trainer, peer-reviewer, knowledge-sharer, or system and/or design architect. The EC is used for a specific expertise in a specific field or area. The EC provides facilitation services in key processes such as business re-engineering, process improvement, and culture change.

---

**Labor Category Name: Principal Consultant**

---

**Education:** Master's Degree in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

**Experience:** At least twelve (12) years consulting experience in the area to be supported. Specialized experience may include analysis and design of business applications on complex, large-scale systems, including database management concepts; state-of-the-art storage and retrieval methods; organizational development; strategic planning and analysis; change management; and creation of specifications for developers to use in coding, testing, and debugging of applications. Evidence of supervisory and project management experience required.

**Functional Responsibilities:** The Principal Consultant is a recognized expert across multiple areas of responsibility. The Principal Consultant provides technical and management advice, guidance, and expertise to enable project leadership to make informed decisions and teams to accomplish customer sponsored projects. The Principal Consultant builds relationships with clients and potential customers and possesses the latitude to operate with a high degree of autonomy. The Principal Consultant works with customer leadership to develop strategies to facilitate successful achievement of all engagement goals and requirements. The Principal Consultant establishes project and program standards, assesses milestone status reports, eliminates barriers to successful progress, and provides overall guidance to subordinates.

---

**Labor Category Name: Senior Consultant**

---

**Education:** Bachelor's Degree in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

**Experience:** At least eight (8) years consulting experience in the area to be supported. Specialized experience may include analysis and design of business applications on complex, large-scale systems, including database management concepts; state-of-the-art storage and retrieval methods; organizational development; strategic planning and analysis; change management; and creation of specifications for developers to use in coding, testing, and debugging of applications. Evidence of supervisory and project management experience required.

**Functional Responsibilities:** The Senior Consultant is a recognized leading authority across multiple areas of responsibility. The Senior Consultant provides technical and management expertise to enable teams to accomplish customer sponsored projects, including new program development. The Senior Consultant proactively recognizes business issues, anticipates and analyzes complex problems, and recommends and develops appropriate solutions to those issues and problems. The Senior Consultant works with the customer to analyze, evaluate, and prioritize all aspects of engagement requirements. The Senior Consultant delivers complete and correct project work products, implements established project and program standards, manages and reports progress in accordance with schedules, provides technical guidance to subordinates, and coordinates project activities with the program manager.

---

**Labor Category Name: Consultant**

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**Education:** Bachelor's Degree in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

**Experience:** At least five (5) years consulting experience in the area to be supported. Specialized experience may include analysis and design of business applications on complex, large-scale systems, including database management concepts, state-of-the-art storage and retrieval methods, and creation of specifications for developers to use in coding, testing, and debugging of applications. Evidence of supervisory and project management experience required.

**Functional Responsibilities:** The Consultant is a recognized authority across multiple areas of responsibility. The Consultant provides technical and management expertise to enable teams to accomplish customer sponsored projects, including new program development. The Consultant reviews project work products for correctness, completeness, and adherence to established standards, prepares milestone status reports and presentations, manages progress in accordance with schedules, provides technical guidance to subordinates and coordinates team activities with the project manager.



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**Labor Category Name: Junior Consultant**

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**Education:** Bachelor's Degree in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

**Experience:** Two (2) years consulting experience in the area to be supported.

**Functional Responsibilities:** The Junior Consultant specializes across multiple areas of responsibility. The Junior Consultant provides technical and management guidance as a member of a team(s) to accomplish customer sponsored projects, including new program development. The Junior Consultant contributes to project work products, adheres to established standards, prepares status reports and presentations, works within established schedules, and coordinates activities with their team leader.

---

**Labor Category Name: Senior Systems Engineer**

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**Education:** Bachelor's Degree in computer science or related technical discipline required.

**Experience:** At least seven (7) years' experience related to systems engineering, integration, design, or analysis.

**Functional Responsibilities:** The Senior Systems Engineer plans and performs scientific and engineering analysis, evaluation, design, integration, and implementation of complex solutions that require a thorough understanding of the systems engineering discipline. The Senior Systems Engineer conducts technical analysis, designs and prepares engineering reports and related documentation, and develops charts and graphs to record and report results. The Senior Systems Engineer is responsible for ensuring the quality of services delivered for particular projects and delivering system engineering training specific to the customer.

---

**Labor Category Name: Systems Engineer**

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**Education:** Bachelor's Degree in computer science or related technical discipline required.

**Experience:** At least five (5) years' experience related to systems engineering, integration, design, or analysis.

**Functional Responsibilities:** The Systems Engineer plans and performs engineering analysis, evaluation, design, integration, and implementation of solutions that require a working understanding of the systems engineering discipline. The Systems Engineer conducts technical analysis, designs and prepares engineering reports and related documentation, and analytically solves workflow, organization, or planning problems. The Systems Engineer is responsible for ensuring the quality of services delivered for particular projects and delivering system engineering training specific to the customer.

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**Labor Category Name: Senior Test Engineer**

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**Education:** Bachelor's Degree

**Experience:** Seven (7) years' experience related to test and evaluation.

**Functional Responsibilities:** The Senior Test Engineer supervises project or program test and evaluation effort. The Senior Test Engineer selects and applies fundamental test and evaluation concepts, processes, practices, and procedures to testing tasks and activities. The Test Engineer develops test and evaluation deliverables and reports test and evaluation performance metrics for the project or program. The Senior Test Engineer leads and performs typical tasks that may include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and functional and physical testing of the product or system.

---

**Labor Category Name: Test Engineer**

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**Education:** Bachelor's Degree

**Experience:** At least five (5) years' experience related to test and evaluation.

**Functional Responsibilities:** The Test Engineer selects and applies fundamental test and evaluation concepts, processes, practices, and procedures to testing tasks and activities. The Test Engineer contributes to test and evaluation deliverables and performance metrics. The Senior Test Engineer performs typical tasks that may include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and functional and physical testing of the product or system.

---

**Labor Category Name: Junior Test Engineer**

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**Education:** Bachelor's Degree

**Experience:** At least three (3) years' experience related to, or educational background inclusive of, test and evaluation.

**Functional Responsibilities:** The Junior Test Engineer applies fundamental test and evaluation concepts, processes, practices, and procedures to testing tasks and activities. The Junior Test Engineer performs typical tasks that may include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and functional and physical testing of the product or system.

---

**Labor Category Name: Executive Coach**

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**Education:** Master's Degree

**Experience:** At least fifteen (15) years of experience designing and implementing coaching programs at the senior executive, senior manager, political appointees, or CEO levels, and management consulting experience in one or more areas of organizational development, leadership development, public administration, management consulting, or work force development.

**Functional Responsibilities:** The Executive Coach will develop and provide confidential one-on-one coaching with senior executives in leadership areas of expertise.

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**Labor Category Name: Coach**

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**Education:** Master's Degree

**Experience:** At least five (5) years of experience designing and implementing coaching programs at the middle to senior manager level, and management consulting experience in one or more areas of organizational development, leadership development, public administration, management consulting, or work force development.

**Functional Responsibilities:** The Coach will develop and provide confidential one-on-one coaching with middle to senior managers in leadership areas of expertise. The Coach will provide team coaching services to include confidential observation and feedback.

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**Labor Category Name: Principal Training/Counselor Specialist**

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**Education:** Bachelor's degree in Management, Counseling, Psychology, or IT related field.

**Experience:** At least eight (8) years of experience in career counseling or corporate training. Knowledge in the areas of organizational development, management development, facilitation, training or organizational planning preferred.

**Functional Responsibilities:** The Principal Trainer/Counselor must possess outstanding oral and written communication and interpersonal skills. The Trainer/Counselor provides counseling and consulting services with supervisors and managers engaged in career and organizational development. The Trainer/Counselor provides career counseling services and assists employees in using skills assessments and counseling tools. The Trainer/Counselor provides professional services in support of planning, creating, and/or executing learning management, internship, or development of new courses or subject matter delivered via instructor-led and/or web-based systems.

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**Labor Category Name: Senior Technical Writer**

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**Education:** Bachelor's Degree

**Experience:** Seven (7) years directly related experience that includes creating and editing technical documents.

**Functional Responsibilities:** The Senior Technical Writer provides senior-level technical writing function for documents. The Senior Technical Writer understands applicable government standards, policies, and specifications and accurately interprets them in the development of technical documentation. The Senior Technical Writer must be able to conceptualize, format, structure, write, edit, and finalize technical documents such as complex engineering specifications, engineering studies, technical manuals, functional descriptions, system specifications, user manuals, training materials, installation guides, test plans, procedures and results, proposals, reports, and program literature.

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**Labor Category Name: Technical Writer**

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**Education:** Bachelor's Degree

**Experience:** Four (4) years directly related experience that includes creating and editing technical documents.

**Functional Responsibilities:** The Technical Writer provides technical writing function for documents. The Technical Writer understands applicable government standards, policies, and specifications and accurately interprets them in the development of technical documentation. The Technical Writer collects and organizes information required for preparation of, and formats, structures, writes, edits, and finalizes technical documents. Technical documents may include, but are not limited to, technical manuals, user manuals, training materials, installation guides, functional descriptions, system specifications, engineering specifications, engineering studies, test plans, procedures and results, proposals, reports, and program literature.



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**Labor Category Name: Junior Technical Writer**

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**Education:** High School diploma or equivalent

**Experience:** At least two (2) years' experience working as a technical writer preparing computer system documentation or documenting developed software requirements is preferred.

**Functional Responsibilities:** The Junior Technical Writer provides technical writing support function for documents. With guidance, the Junior Technical Writer incorporates applicable government standards, policies, and specifications into the development of technical documentation. The Junior Technical Writer assists in collecting and organizing information required for preparation of, and formatting, writing, and editing technical documents. Technical documents may include, but are not limited to, technical manuals, user manuals, training materials, installation guides, functional descriptions, system specifications, engineering specifications, engineering studies, test plans, procedures and results, proposals, reports, and program literature. The Junior Technical Writer is responsible for correcting spelling and grammar, ensuring proper format, and for proofreading documents for finalization.



**Appendix 5 – Training/Course Descriptions**

Title of Workshop	<b>Change Management</b>
Length of Workshop (Hrs./Days)	3 days
Min/Max Participants	15/30
Support Materials Provided	Instructor's guide, course agenda
<b>Description</b>	
<p>This workshop focuses on developing an individual and collective understanding / awareness of the vision of the organization, understanding the organization's priorities, and establishing individual contributions to vision and priorities. This is a highly interactive workshop, including large group activities, small group huddles and team/group brief outs.</p> <p><b>Day 1 Objectives:</b> Provide an overview of the offsite and set expectations, describe the case for change/burning platform, allow participants to have an initial voice and set tone of participation in the change, lay out picture of the path forward</p> <p><b>Day 2 Objectives:</b> Provide an overview of the offsite and set expectations, allow participants to operate the new model, articulate those barriers we must acknowledge to effect change, articulate those barriers we must acknowledge to effect change, reflect on what was accomplished and articulate next steps</p>	

Title of Workshop	<b>Conflict Resolution Skills</b>
Length of Workshop (Hrs./Days)	4 days
Min/Max Participants	15/30
Support Materials Provided	Instructor's guide, participant's coursebook
<b>Description</b>	
<p>This workshop is designed to enable federal project/team leads, supervisors, managers, and executives at all levels (GS-9 to GS-15) to build skill strength in the area of conflict resolution, although the workshop is most highly recommended for individuals at the Project/Team Lead level as well as at the Supervisor level. Participants will learn to boost morale, increase efficiency, and improve results using conflict management strategies, skills, and techniques.</p> <p>The workshop typically includes the Herrmann Brain Dominance Instrument (HBDI). Instructional strategies can include video clips, classroom lecture, case studies with significant experiential activities, and conflict role plays.</p> <p>This workshop supports the development of the following OPM competencies: Conflict Management, Interpersonal Skills, Oral Communication, and Problem Solving. These competencies are part of the OPM Executive Core Qualifications (ECQs) which are used as indicators of leadership success in the Federal government.</p>	

Title of Workshop	<b>Crucial Conversations</b>
Length of Workshop (Hrs./Days)	2 days or 3 days
Min/Max Participants	15/30
Support Materials Provided	Instructor's guide, course agenda
<b>Description</b>	
<p>This workshop addresses how simple conversations can affect the health and profitability of organizations. Participants learn the effective use of tools for engaging in productive, healthy dialogue, even in the most emotionally and politically charged situations. In addition, the workshop addresses how to prepare for high-stakes situations with a proven technique; how to transform anger and hurt feelings into powerful dialogue; how to make it safe to talk about almost anything; how to be persuasive, not abrasive; how new techniques, skills and tools work together to enable successful crucial conversations.</p>	



Title of Workshop	<b>Emerging Leader</b>
Length of Workshop (Hrs./Days)	3 days
Min/Max Participants	15/25
Support Materials Provided	Assessments, program supplies
<b>Description</b>	
<p>This workshop is cohort-based, allowing participants to build their networks and share their resources and perspectives in a learning environment. Emerging Leader goals are to increase the participants' capacity in the following areas:</p> <ul style="list-style-type: none"> <li>• Self-awareness – understanding one's thoughts and behavior and how they impact others</li> <li>• Relationship building – using the cohort to develop relationships that enhance innovation, collaboration and productivity</li> <li>• Skill building – developing skills tied to 7 identified competencies</li> <li>• Career planning – assisting participants in understanding their options</li> </ul> <p>Topics covered:</p> <ul style="list-style-type: none"> <li>• Action Learning &amp; Solving Problems</li> <li>• Leadership Motivation</li> <li>• Overview of the OPM Leadership Potential Assessment (LPA)</li> <li>• Emotional Intelligence</li> <li>• Coaching and Feedback Skills</li> <li>• Collaborative Leadership</li> </ul>	

Title of Workshop	<b>Fundamentals of Project Management</b>
Length of Workshop (Hrs./Days)	3 day
Min/Max Participants	10/25
Support Materials Provided	Project planning situation booklets, assessment, handouts
<b>Description</b>	
<p>This workshop is designed to enable federal project/team leads, supervisors, managers and executives at all levels within the organization. The objective is to build skill strength in the area of project management, as a component of developing great leaders in the Federal government. Participants will learn basic to intermediate project management principles, tools, and techniques used to manage projects, as well as an understanding of the critical role of the project manager.</p>	



Title of Workshop	<b>Influencer</b>
Length of Workshop (Hrs./Days)	2 days
Min/Max Participants	15/30
Support Materials Provided	Post-course Recommendations Report
<b>Description</b>	
<p>The objective of this session is to provide behavior change strategies using the Vital Smarts Influencer training model. The workshop includes delivery of Influencer materials and explores the following topics:</p> <ul style="list-style-type: none"> <li>• Vital behaviors</li> <li>• Diagnose why change seems impossible</li> <li>• Personal motivation</li> <li>• Personal ability</li> <li>• Social motivation and ability</li> <li>• Structural motivation and ability</li> <li>• Becoming an influencer</li> </ul> <p>In advance of the session, the facilitator develops a participant inquiry with specific questions as to where they want to apply new influence strategies and their openness and willingness to try new tools learned in class. At the close of the class, the facilitator formulates and asks specific questions, summarizes pre- and post-class information and develops/reports appropriate recommendations.</p>	

Title of Workshop	<b>Resiliency</b>
Length of Workshop (Hrs./Days)	2 days
Min/Max Participants	15/30
Support Materials Provided	Participant manuals, Resilience toolkits
<b>Description</b>	
<p>This workshop describes the meaning and importance of resiliency in leadership development and healthy workplace environments. There will be a presentation on what resiliency is, including an introduction to the neurobiology of resiliency, as well as why it is critical to the promotion of overall well-being, productivity levels, and leadership performance. An introduction to the relationship between self-regulation and resilience will be discussed as the underpinning of adaptive leadership and the facilitation of flexible workplace environments. Participants will gain an understanding of the latest findings in the psycho-physiology of stress resilience and how to apply these discoveries to daily practice. A biofeedback demonstration with a participant will be presented to help with understanding the link between heart rate variability and resilience.</p> <p>The conclusion of this workshop will concentrate on the development of a self-directed Personal Resiliency Action Plan for each participant to further the learning from all of the sessions and integrate intentional behaviors that strengthen resiliency outside of the workshop.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Recognize the meaning and significance of resiliency</li> <li>• Discuss how neurobiology impacts resilience</li> <li>• Apply tools and techniques for self-regulation</li> <li>• Identify methods for reducing the impact of long-term stress</li> <li>• Discuss and implement approaches to fostering organizational resiliency</li> <li>• Develop a personal resiliency action plan</li> </ul>	



Title of Workshop	<b>Strategic Planning</b>
Length of Workshop (Hrs./Days)	3 days
Min/Max Participants	10/25
Support Materials Provided	Course agenda, participant's guide
<b>Description</b>	
<p>This workshop is highly interactive and involves participants in the process of completing a Strategic Plan. It describes all activities of top-down planning from a Vision/Mission Statement to the execution at the operational level. The material is appropriate for middle to upper management, those who aspire to executive positions, and business professionals who are responsible for executing the plans at the tactical and execution levels.</p> <p>The following topics are covered in depth via hands-on exercises:</p> <ul style="list-style-type: none"> <li>• Creating a Vision &amp; Mission Statement (who we are and what our purpose is)</li> <li>• SWOT Analysis (identifying strengths, weaknesses, opportunities, threats)</li> <li>• Corporate Strategy (the plan to execute the Mission considering SWOT assumptions)</li> <li>• Competitive Priorities (what we compete on – what the marketplace values)</li> <li>• Operations Structure (competitive priorities, facilities, capacity, technology)</li> <li>• Operations Infrastructure (workforce staffing, design, quality, information systems)</li> <li>• Operations Control (priority and capacity planning, supply chain management)</li> <li>• Performance Measurement (the criteria that keeps us on target to accomplish the Mission)</li> </ul>	

Title of Workshop	<b>Strategic Thinking</b>
Length of Workshop (Hrs./Days)	1 day
Min/Max Participants	15/40
Support Materials Provided	Participant workbooks, certificates of completion
<b>Description</b>	
<p>This interactive, science-based workshop draws on breakthroughs in modern neuroscience, systems thinking, critical thinking, and cognitive psychology to provide fresh insights and cutting-edge tools for thinking strategically in times of opportunity and turbulence. Taking an unconventional approach, it covers how to develop your capacity for thinking strategically through being creative, being prepared to deal with complexity, and being aware of what is going on inside and outside your organization.</p> <p>Participants learn a brain-based framework for increasing engagement and motivation along with science-based strategies for improving decision making and problem solving. A focus will be placed on cultivating a strategic mindset that fosters everyday strategic thinking and improved capacity for creatively solving problems in dynamic environments.</p> <p>Several adult learning modalities consisting of a mix of lecture/presentation, video, practice exercises, small group activities, and context-driven discussion will be utilized to deepen levels of learner engagement and relevancy to improving individual, team, and organizational thinking performance.</p> <p>All learning workshops are organized in a brain friendly manner that maximizes the learning experience and integration into the workplace environment.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Describe what thinking strategically means and how it impacts organizational mission and goals</li> <li>• Define the impacts of the deeply social brain on performance and strategic outcomes</li> <li>• Develop a strategic and systems thinking mindset</li> <li>• Describe and recognize the impacts of bias on strategic thinking &amp; decision making</li> <li>• Apply strategic thinking tools to gain insight into novel solutions that address complex problems, improve thinking resources, and drive change.</li> </ul>	





Title of Workshop	<b>Strengths Finder Workshop</b>
Length of Workshop (Hrs./Days)	2 days
Min/Max Participants	3/11
Support Materials Provided	Video, presentation, group activities
<b>Description</b>	
<p>This workshop will help the participants recognize their talents, build them into strengths, and work better together as a team.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Articulate their top five strengths</li> <li>• Explain their dominant talents</li> <li>• Put their talents to use in the workplace and at home</li> <li>• Appreciate and leverage the strengths of others</li> <li>• Recognize a team's assets and deficits</li> </ul>	

Title of Workshop	<b>Team Building</b>
Length of Workshop (Hrs./Days)	2 days
Min/Max Participants	10/30
Support Materials Provided	Course agenda, post-course report
<b>Description</b>	
<p>This two-part workshop strategically prepares and leads a team through strengthening the organization through a shared vision. Part one begins with the preparation section of the workshop includes gathering team-based data, understanding the organization's vision, and reviewing the organization's strategic plan to align the team's plan accordingly. After participants are provided a description of high performing team characteristics, they develop a shared vision for the team and assign next steps. Part two of the workshop addresses the role of team members within the organization structure and addresses any gaps.</p>	