



**GENERAL SERVICES ADMINISTRATION
Federal Acquisition Service
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

On-line access to contract ordering information, terms and conditions, and up-to-date pricing are available through *GSA Advantage!*™, a menu-driven database system. The internet address for *GSA Advantage!*™, is: <http://www.gsaadvantage.gov>.

Schedule 738 PART X

**Human Resources & Equal Employment Opportunity (EEO) Services
Product/Service Codes: R499 & R799**

**595-21 HUMAN RESOURCE SERVICES
595-25 EEO SERVICES**



**FPMI Solutions, Inc.
689 Discovery Drive, NW Suite 300
Huntsville, AL 35806
Phone: 256-539-1850
Fax: 866-690-5201
Website: www.fpmi.com
Email: contracts@fpmi.com**

**Contract Number: GS-15F-0070K
Contract Period: June 13, 2000 – June 12, 2020**

Catalog Effective through Modification #PO-0031, dated February 29, 2016.

Business Size: Other than Small Business

For more information on ordering from Federal Supply Schedules, go to the internet address: www.gsa.gov. Find link to “GSA Schedules,” then find link to “Customers Ordering from Schedules.” Find links to ordering procedures for services requiring a statement of work, and ordering procedures for services not requiring a statement of work.

Contract Administration Source:

FPMI Solutions, Inc.
689 Discovery Drive, NW Suite 300
Huntsville, AL 35806
Phone: 256-539-1850
Fax: 866-690-5201
Website: www.fpmi.com
Email: contracts@fpmi.com

Business Size: Large**FPMI Corporate Overview:**

FPMI Solutions, Inc. is a full-service HR company, offering support in recruitment and internal placement, position classification, employee relations, employee assistance programs, outplacement, and training for a variety of HR and EEO-related subjects.

FPMI Solutions is committed to offering our Federal customers best-in-class products and services to help them achieve their human capital performance goals. FPMI delivers superior solutions that Federal Government customers expect from a trusted business partner. We are dedicated to providing innovative answers to your complex workforce challenges. Whether an agency needs assistance with Human Resource (HR) management, contract employee support, learning solutions such as training, or a myriad of other workforce issues; FPMI Solutions stands ready to meet their needs. With over two decades of experience, FPMI has the resources to meet the specific needs of the Federal Government. Our employees and consultants are located in every region of the country — meaning we cover the Federal Government’s needs from coast to coast.

The FPMI Human Capital LifeCycle™ provides both strategic and operational assistance by providing expertise at any level within an organization. Our lifecycle allows organizations to utilize our services in collaboration with an organization’s internal resources or completely outsource an activity to FPMI. Because we understand the interdependences at all levels within human capital we can effectively communicate and collaborate across strategic areas which can improve job performance. In addition, a key ingredient in FPMI’s ongoing mission is to ensure that all federal workers continue to learn as their career and their agency’s mission evolves and changes. The **FPMI Learning Management Lifecycle™** is a critical component of effective strategic workforce planning because it creates an environment where learning happens and is able to be measured. As an example, one component in our lifecycle is training. Training can improve the alignment of human capital with organizational and programmatic goals; strengthen organizational capacity by developing the knowledge, skills, and abilities needed to meet those goals; promote high performance and accountability; empower employees to achieve their personal and professional growth objectives; and improve employee morale and retention.

CUSTOMER INFORMATION FOR ORDERING ACTIVITIES

- 1a. Table of Awarded Special Item Number(s)
595-21 Human Resource Services
595-25 EEO Services
- 1b. Lowest Priced Item: See attached pricelist on page 6.
- 1c. Labor Category Descriptions: See attached Labor category descriptions on page 12.
- 2. Maximum Order: \$1,000,000 for all SINs
- 3. Minimum Order: \$100
- 4. Geographical Coverage (delivery area): 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC and US Territories.
- 5. Production Point: Huntsville, AL 35806 or as stated in the task order.
- 6. Statement of Net Prices: Prices are net as listed herein.
- 7. Quantity/Volume Discount: Not applicable
- 8. Prompt Payment Terms: Net 30 Days
- 9a. Government Purchase Card Accepted: Up to the micro-purchase threshold.
- 9b. Government Purchase Card Accepted: Above the micro-purchase threshold.
- 10. Foreign Items: Not applicable
- 11a. Time of Delivery: FPMI adheres to the delivery schedule as specified by the agency's task order.
- 11b. Expedited Delivery: Not applicable
- 11c. Overnight & 2-day delivery: Not applicable
- 11d. Urgent Requirements: Not applicable
- 12. F.O.B. Points: Destination
- 13a. Ordering Address:
FPMI Solutions, Inc.
689 Discovery Drive, NW Suite 300
Huntsville, AL 35806
Phone: 256-539-1850
Fax: 866-690-5201
Website: www.fpmi.com
Email: contracts@fpmi.com

- 13b. Ordering Procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) and a sample BPA can be found at the GSA schedule homepage (<http://www.gsa.gov/schedules>.)
14. Payment Address:
FPMI Solutions, Inc.
689 Discovery Drive, NW Suite 300
Huntsville, AL 35806
Attn: Accounts Receivable
15. Warranty provision: FPMI warrants and implies that the items delivered hereunder are merchantable and fit for the particular purpose described under this contract.
16. Export Packing Charges: Not applicable
17. Terms and Conditions of Government purchase card acceptance: FPMI accepts the Government purchase card up to and above the micro purchase threshold.
18. Terms and Conditions of Rental, Maintenance, and Repair: Not applicable
19. Terms and Conditions of Installation: Not applicable
20. Terms and Conditions of Repair Parts: Not applicable
- 20a. Terms and Conditions for any other services: Not applicable
21. List of Service and Distribution Points: Not applicable
22. List of Participating Dealers: Not applicable
23. Preventive Maintenance: Not applicable
- 24a. Environmental Attributes: Not applicable
- 24b. Section 508 Compliance: Not applicable
25. DUNS Number: 143339492
26. Central Contractor Registration (CCR) Database: FPMI Solutions, Inc is registered in the SAM database: CAGE Code: 3QYK8

HR SIN 595-21 Human Resource Services

FPMI's Human Resource support services include:

Compensation

Subject Matter Expert
Senior Human Resources Specialist
Human Resources Specialist
Human Resources Assistant

Equal Employment Opportunity

Subject Matter Expert
Senior EEO Services Specialist
EEO Services Specialist
Human Resources Assistant

Labor Relations and Employee Relations

Subject Matter Expert
Human Resources Director/Program Manager
Senior Human Resources Specialist
Human Resources Specialist
Human Resources Assistant
Senior Labor Relations Specialist
Labor Relations Specialist
Senior Employee Relations Specialist
Employee Relations Specialist
General Personnel Senior
General Personnel Specialist

Organizational Development

Human Resources Director/Program Manager
Subject Matter Expert
Senior Org. Development Services Specialist
Org. Development Services Specialist
Sr. HR Specialist
HR Specialist
General Personnel Senior
General Personnel Specialist
Project Coordinator
HR Assistant

Outplacement Services

Subject Matter Expert
Job Developer
Outplacement Specialist
Human Resources Assistant

Performance Management

Subject Matter Expert
Senior Human Resources Specialist
Human Resources Specialist
Senior Performance Management Specialist
Performance Management-Specialist
Human Resources Assistant

Personnel Actions and Payroll Processing

Senior Human Resources Specialist
Human Resources Specialist
Human Resources Assistant
Personnel Actions/Pay Processing
Project Coordinator

Position Classification

Subject Matter Expert
Human Resources Director/Program Manager
Senior Human Resources Specialist
Human Resources Specialist
Human Resources Assistant
Senior Classification Specialist
Classification Specialist
General Personnel Senior
General Personnel Specialist

Recruitment and Internal Placement

Subject Matter Expert
Human Resources Director/Program Manager
Senior Human Resources Specialist
Human Resources Specialist
Human Resources Assistant
Senior Staffing Specialist
Staffing Specialist
General Personnel Senior
General Personnel Specialist

Retirement and Benefits

Subject Matter Expert
Retirement and Benefits Specialist
General Personnel Senior
General Personnel Specialist
Human Resources Assistant

Training

Subject Matter Expert
Senior Counselor/Trainer
Counselor/Trainer
Job Developer
Human Resources Assistant

Work Life Programs

Subject Matter Expert
Senior Counselor/Trainer
Counselor/Trainer
Human Resources Assistant

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Classification Specialist	\$76.40	\$77.93	\$79.49	\$81.08	\$82.70
Counselor/Trainer	\$67.76	\$69.12	\$70.50	\$71.91	\$73.35
EEO Services Specialist	\$80.09	\$81.69	\$83.33	\$84.99	\$86.69
Employee Relations Specialist	\$79.05	\$80.63	\$82.24	\$83.89	\$85.57
General Personnel Senior	\$78.77	\$80.35	\$81.95	\$83.59	\$85.26
General Personnel Specialist	\$73.62	\$75.09	\$76.59	\$78.13	\$79.69
Human Resources Assistant	\$51.15	\$52.17	\$53.22	\$54.28	\$55.37
Human Resources Director/Program Manager	\$127.56	\$130.11	\$132.71	\$135.37	\$138.08
Human Resources Specialist	\$75.81	\$77.33	\$78.87	\$80.45	\$82.06
Job Developer	\$49.29	\$50.28	\$51.28	\$52.31	\$53.35
Labor Relations Specialist	\$84.48	\$86.17	\$87.89	\$89.65	\$91.44
Org. Development Services Specialist	\$101.05	\$103.07	\$105.13	\$107.24	\$109.38
Outplacement Specialist	\$62.85	\$64.11	\$65.39	\$66.70	\$68.03
Performance Mgt. Services Specialist	\$88.61	\$90.38	\$92.19	\$94.03	\$95.91
Personnel Actions/Pay Processing	\$60.66	\$61.87	\$63.11	\$64.37	\$65.66
Retirement & Benefits Specialist	\$79.79	\$81.39	\$83.01	\$84.67	\$86.37
Senior Classification Specialist	\$79.22	\$80.80	\$82.42	\$84.07	\$85.75
Senior EEO Services Specialist	\$102.29	\$104.34	\$106.42	\$108.55	\$110.72
Senior Employee Relations Specialist	\$101.28	\$103.31	\$105.37	\$107.48	\$109.63
Senior Counselor/Trainer	\$79.55	\$81.14	\$82.76	\$84.42	\$86.11
Senior Human Resources Specialist	\$79.29	\$80.88	\$82.49	\$84.14	\$85.83
Senior Labor Relations Specialist	\$104.13	\$106.21	\$108.34	\$110.50	\$112.71
Senior Org. Development Service Specialist	\$119.42	\$121.81	\$124.24	\$126.73	\$129.26
Senior Performance Mgt. Services Specialist	\$101.94	\$103.98	\$106.06	\$108.18	\$110.34
Senior Staffing Specialist	\$79.29	\$80.88	\$82.49	\$84.14	\$85.83
SME Expert	\$382.38	\$390.03	\$397.83	\$405.78	\$413.90
Staffing Specialist	\$75.04	\$76.54	\$78.07	\$79.63	\$81.23

SIN 595-21 (HR) General Support Services

Federal Management Institute HR Certificate Program

The FPMI Human Resources (HR) Certificate program supports human resource management practitioners and Federal managers and supervisors in meeting position competencies and implementing sound human capital practices. The overall program is divided into eight modules, each covering a critical skill area for Federal HR Practitioners.

- Employee Relations - strategies for dealing with performance and conduct; documenting and dealing with unacceptable performance, evidentiary considerations, disciplinary and adverse actions, alcohol abuse, and substance abuse; approaches to counseling employees, addressing leave issues, ensuring reasonable accommodations and tools for defining threats and violence and addressing off-duty misconduct.
- HR Consulting Skills - building partnerships, leading teams, establishing personal credibility, improving communication skills, analyzing problems, and using interest-based and group problem-solving techniques.
- Position Classification - Classification Functional Standards, data collection, and the Classification Appeal Process.
- Staffing and Placement - job analysis, developing a vacancy announcement, and using the crediting plan approaches to identifying recruiting authorities.
- Labor and Management Relations - key functions, players, and definitions strategies for understanding the structure of the Federal Service Labor-Management Relations Statutes; phases and elements of the collective bargaining process; avoidance of Unfair Labor Practices (ULPs); and tools for interpreting, applying, and enforcing the terms of a labor agreement.
- Pay Setting - regulations, provisions, and tools needed to ensure that proper amounts and types of payments are made.
- Position Management - effective and efficient distribution of staff resources.
- Employee Benefits - sources of benefits and entitlements; tools related to benefits and entitlements for in-service federal civilian employees; and regulations, rules, and laws that may affect benefits and entitlements.

The HR Certificate Program requires completion of all eight modules. Upon completion of the program, the Federal Management Institute will issue an official Certificate of Accomplishment. All of the classes are certified by George Mason University and students can receive GMU Continuing Education Credits (CEUs).

The 23 day program (8 modules) is for up to 25 participants and includes all materials. An additional fee of \$7,500 is required if participants (up to 25) are to receive CEU's from George Mason University.

Course Title/Description	# of Days	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
HR Certificate Program	23	\$62,756.97	\$64,012.11	\$65,292.35	\$66,598.20	\$67,930.16

SIN 595-21 (HR) General Support Services

Training Development

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
CBT/Web Designer	\$128.72	\$131.30	\$133.92	\$136.60	\$139.33
Consultant/Instructor	\$215.70	\$220.01	\$224.41	\$228.90	\$233.48
Instructional Technologist	\$76.26	\$77.78	\$79.34	\$80.92	\$82.54
Media Designer	\$70.38	\$71.79	\$73.22	\$74.69	\$76.18
Program Manager/Instructional Designer	\$182.19	\$185.84	\$189.55	\$193.34	\$197.21
Programmer	\$103.09	\$105.15	\$107.26	\$109.40	\$111.59
Reviewer/Editor	\$90.86	\$92.68	\$94.53	\$96.42	\$98.35
Senior Instructional Technologist	\$97.30	\$99.24	\$101.23	\$103.25	\$105.32
Senior Reviewer/Jr. Instructional Designer	\$120.76	\$123.17	\$125.64	\$128.15	\$130.71
Video Producer	\$88.54	\$90.31	\$92.11	\$93.96	\$95.83
Writer	\$63.27	\$64.54	\$65.83	\$67.14	\$68.49

Books

Book Title	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Supervisors Guide to Federal Labor Relations	\$26.40	\$26.93	\$27.46	\$28.01	\$28.57
The Federal Manager's Guide to EEO	\$26.40	\$26.93	\$27.46	\$28.01	\$28.57
Understanding the Federal Retirement System	\$26.40	\$26.93	\$27.46	\$28.01	\$28.57

SIN 595-21 (HR) Function Review and Integration Services

Our review and integration services include:

- Performing reviews of outsourced HR functions
- Managing and integrating HR functions performed by various contractors

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
IS/IT Engineer	\$254.88	\$259.98	\$265.17	\$270.48	\$275.89
Function Reviewer	\$213.25	\$217.52	\$221.87	\$226.30	\$230.83
Project Executive	\$334.93	\$341.63	\$348.46	\$355.43	\$362.54
Project Director	\$245.77	\$250.68	\$255.70	\$260.81	\$266.03
Project Coordinator	\$149.30	\$152.28	\$155.33	\$158.44	\$161.60
Technical Executive Manager	\$309.48	\$315.67	\$321.98	\$328.42	\$334.99

SIN 595-21 (HR) Workers Compensation

Our Workers Compensation Services include:

- Overall Workers Compensation Operations
- Policy and Procedures Guidance
- Expert Advisory Services

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Senior Workers Comp Specialist	\$161.77	\$165.01	\$168.31	\$171.67	\$175.11

SIN 595-25 Alternative Dispute Resolution

Our Alternative Dispute Resolution Services include:

- Development of policies and procedures covering the full range of alternative dispute resolution techniques.
- Expert advisory services on the use of various conflict management and problem solving techniques, including interest based problem solving.
- Education and training in informal and formal dispute resolution processes.

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Senior Alternative Dispute Resolution Specialist	\$157.36	\$160.50	\$163.71	\$166.99	\$170.33

SIN 595-25 EEO Reference Material

We can develop the following types of reference material relating to equal employment opportunity programs:

- Desk Guides – Pamphlets
- Posters – Videos
- Booklets – Leaflets
- Other materials as determined by client

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Media Designer	\$70.38	\$71.79	\$73.22	\$74.69	\$76.18
Program Manager/Instructional Designer	\$182.19	\$185.84	\$189.55	\$193.34	\$197.21
Reviewer/Editor	\$90.71	\$92.52	\$94.37	\$96.26	\$98.19
Senior Media Designer	\$92.34	\$94.19	\$96.07	\$97.99	\$99.95
Senior Reviewer/Junior Instructional Designer	\$120.76	\$123.17	\$125.64	\$128.15	\$130.71
Senior Writer	\$83.70	\$85.38	\$87.08	\$88.82	\$90.60
Writer	\$63.27	\$64.54	\$65.83	\$67.14	\$68.49

EEO SIN 595-25 EEO TRAINING AND CONSULTING

We offer:

- Off-the-Shelf Training Programs
- Customized Training Programs
- Counseling

All training programs that assist in the Government’s policy to provide equal opportunity in employment and to prohibit discrimination in employment are compliant with MD 101.

Off-the-shelf Training Programs

Course Title	# of Hours	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
EEO Case Analysis	16	\$5,456.28	\$5,565.40	\$5,676.71	\$5,790.24	\$5,906.05
EEO for Supervisors & Managers	16	\$5,456.28	\$5,565.40	\$5,676.71	\$5,790.24	\$5,906.05
Managing and Retaining Employees with Disabilities	16	\$5,456.28	\$5,565.40	\$5,676.71	\$5,790.24	\$5,906.05
Managing Cultural Diversity	8	\$2,895.36	\$2,953.27	\$3,012.33	\$3,072.58	\$3,134.03
NO FEAR	4	\$2,895.36	\$2,953.27	\$3,012.33	\$3,072.58	\$3,134.03
Preventing Workplace Violence	8	\$2,895.36	\$2,953.27	\$3,012.33	\$3,072.58	\$3,134.03
Recognizing and Preventing Sexual Harassment	8	\$2,895.36	\$2,953.27	\$3,012.33	\$3,072.58	\$3,134.03

Customized Training Programs

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
Consultant/Instructor	\$216.62	\$220.95	\$225.37	\$229.88	\$234.47
EEO Services Specialist	\$148.45	\$151.42	\$154.45	\$157.54	\$160.69
Graphic Designer	\$70.38	\$71.79	\$73.22	\$74.69	\$76.18
Instructional Technologist	\$76.26	\$77.78	\$79.34	\$80.92	\$82.54
Program Manager/Instructional Designer	\$182.19	\$185.84	\$189.55	\$193.34	\$197.21
Programmer	\$103.09	\$105.15	\$107.26	\$109.40	\$111.59
Reviewer/Editor	\$90.84	\$92.66	\$94.51	\$96.40	\$98.33
Senior EEO Services Specialist	\$171.16	\$174.58	\$178.07	\$181.63	\$185.26
Senior Reviewer/Junior Instructional Designer	\$120.72	\$123.13	\$125.59	\$128.11	\$130.67
Video Producer	\$88.54	\$90.31	\$92.11	\$93.96	\$95.83
Writer	\$63.27	\$64.54	\$65.83	\$67.14	\$68.49

SIN 595-25 EEO Counseling

Hourly Labor Rates

Labor Category	GSA Rate 6/13/15- 6/12/16	GSA Rate 6/13/16- 6/12/17	GSA Rate 6/13/17- 6/12/18	GSA Rate 6/13/18- 6/12/19	GSA Rate 6/13/19- 6/12/20
EEO Services Specialist	\$147.57	\$150.53	\$153.54	\$156.61	\$159.74
Senior EEO Services Specialist	\$171.16	\$174.58	\$178.07	\$181.63	\$185.26

LABOR CATEGORY DESCRIPTIONS

CBT/WEB Designer

The Associate performs work in computer based training and interactive web sites. The work includes work in CBT-graphics, presentation, network-monitoring, and network-performance management. The Associate consults with curriculum development specialists and instructors/trainers to develop applications useful for remote, web-based, or stand-alone computer training.

The Associate may use state-of-the-art software for enterprise networks to monitor and control a data or data/telephony network. Work may include using software to perform discovery and mapping of network devices, apply bulk configuration tools with backup and restore, device set-up wizards, troubleshooting tools that can rapidly locate and fix network problems, and tools that simplify managing routers or switches

Skill level: The Associate has expertise in software related to network, internet, and web programming and maintaining currency of web site information. The Associate has certification and training in web design and data management software. The Associate may have certification in software and programming related to CBT and web design.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

Classification Specialist

The Associate may conduct job analyses, evaluations, examinations, or other fact-finding studies and is able to write position classification and job grading standards and guides. The Associate performs, among other tasks, the following:

- analyzes, evaluates, and classifies positions for a number of dissimilar occupational groups that include but not limited to professional, technical, administrative and wage grade;
- contacts requesting official to obtain additional information or to clarify duties/responsibilities in proposed position description;
- prepares evaluation statements to substantiate findings in appropriate format using proper classification standards;
- participates in or conducts position management reviews to determine whether positions are adequate and properly classified;
- conducts desk audits;
- provides advice and assistance to program officials on operating classification matters pertaining to new or revised organizational structures (reorganization, functional changes).

Skill level: The Associate has performed this work at the full-performance level or higher and has extensive experience in position classification. The Associate's background includes substantive knowledge of position classification concepts, principles, and practices related to structuring organizations and positions. The Associate has significant training in position classification and position management and typically has an academic background that includes public administration or human resources work.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

Consultant/Instructor

The Associate may provide support in the following areas, among others:

- General HR Support Services
- EEO regulations and law.
- Case studies in EEO complaints examining.
- Alternative Dispute Resolution processes.
- EEO Counseling.
- HR/EEO orientation and training for supervisors and managers.
- Review and analysis of significant court decisions in areas of EEO (e.g., sexual harassment; class actions; consent decrees)

-Processing EEO actions, informal and formal stages

Skill level: The Associate is well-versed in operational and policy work related to HR/EEO programs. The Associate is able to conduct onsite training in a classroom environment and may be able to develop targeted curriculum for managers, supervisors, and HR/EEO practitioners. The Associate's background includes training in HR/EEO areas and has performed the work at a senior operations or staff policy development level.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Counselor/Trainer

The Associate may work in, implement, and/or evaluate training programs, activities, and strategies to enhance the knowledge and skills of managers and staff at all levels, and to develop and retain a viable and effective workforce for the future. The Trainer may coordinate and administer training and professional development programs; establish training priorities; administer training surveys and other evaluation tools; recommend and implement policies, procedures and guidelines governing training and professional development programs; and monitor and evaluate the performance of training vendors/contractors

The Associate may work with managers to explore longstanding training and professional development issues and to examine and improve current employee training and development practices. Work may include the development of data collection instruments and methodologies using a variety of media, including web, print, email, focus groups, and staff interviews. The Associate may recommend policies, procedures and guidelines related to the development and implementation of training and development programs, and ensures that the policies, procedures and guidelines are appropriately documented, disseminated, and communicated to managers and staff.

The Associate may provide counseling services to employees on a variety of employment issues, usually related to career development and work-life. The counseling work typically results from a perceived or actual need to strengthen some aspect of employee performance and may result in referral for intervention other than training, if the situation does not seem to be a training issue.

Skill level: The Associate has performed this work at the full-performance level or higher performing work in counseling, career development, and training. The Associate has extensive training in this area and may have a background in industrial or educational psychology, counseling, human resources, education, or related fields.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

EEO Services Specialist

The Associate participates in the operations and policy development of EEO programs and plans, implements and/or manages all or part of the EEO program. The Associate may perform special projects by analyzing statistical data on hiring, promotions, awards, training, and time-in-grade. Provides advice to management officials regarding areas requiring emphasis and ways to strengthen EEO program.

The Associate may coordinate the EEO Counselor function and may conduct training for this function. Provides technical assistance to EEO collateral-duty staff. Participates in informal states of disputes and assists in resolution of complaints. Consults with EEO staff and managers to identify EEO barriers and possible solutions and may coordinate or facilitate alternative dispute resolution activities.

The Associate may monitor and evaluate compliance with civil rights laws and regulatory requirements and perform complaints processing work. The Associate may assist in producing periodic reports on program activities to top management.

Skill level: The Associate has performed this work at a full-performance or higher level and has worked in one or more areas of EEO operations. This specialist has extensive training in EEO and related human resources areas and may have academic training in related areas.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Employee Relations Specialist

The Associate is able to perform a wide range of duties including adverse actions, performance actions, grievances, and may assist in preparing for or represent the agency before third parties such as MSPB, EEOC, and arbitration. The Associate is able to develop and administer policy and procedural guidance for employee relations and related areas such as labor relations, ethics and Alternative Dispute Resolution programs. Provides ongoing program advisory services to all levels. Expertise includes performance-based and conduct issues, standards of conduct, and suitability. The specialist applies advanced employee relations laws, regulations, principles, precedents, and policy, sufficient to serve as an agency level consultant; reviews policies and procedures to ensure consistency. Work may include drafting written adverse actions.

Skill level: The employee's experience has been at the full-performance level or higher. Training and education are directly related to the employee relations functional area. Specific skills include the following:

- Knowledge of Federal laws, regulations, procedures, and relevant case law in order to advise management on disciplinary and performance-based adverse actions, performance management, grievances, and appeals.
- Ability to research, analyze and evaluate complex issues or situations and make recommendations regarding alternatives or options.
- Demonstrated ability to write Agency policies, notices, briefing memoranda, disciplinary and performance-based adverse action notices, responses to grievances, newsletters, and benefit determination notices.
- Ability to provide management advisory services and build effective relationships with customers

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Function Reviewer

The Associate provides business process mapping and analysis and identifies performance metrics. The Associate may conduct evaluations of programs or segments of large activities or programs and uses data in information systems to evaluate compliance or level of attainment of program objectives. The work may involve organizational development, statistical evaluation of operating program data, strategic planning and development of strategic operational objectives, etc.

The Associate may provide written reports on findings resulting from program reviews and may make recommendations for improvement. The recommendations tend to relate to compliance with functional program requirements, issues of operational efficiency, and/or regulatory requirements.

Recommendations may also relate to enhancements available through changes in process, changes in business operations, or applications of new or advanced of information technology programs and systems.

Skill level: The Associate has performed program evaluation work at the full-performance level or higher and has long-term experience in tasks related to performance metrics, program evaluation, information technology, and strategic planning for improvement or organizational change. The incumbent has expertise in analytic methods, including quantitative and qualitative approaches. The Associate has extensive training in program evaluation, project management, and/or change management and has expertise and/or certification in a variety of analytical tools related to continuous improvement approached. The Associate may have an academic background in the technical subject area being reviewed and may have education in fields such as business administration, human resources, public administration, social science, etc.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

General Personnel Senior

The General Personnel Specialist provides a variety of human resources management services as well as consultation on the most effective alignment of HR systems to support strategic goals and objectives and produce the results that accomplish the agency mission. The Associate provides support to management to help them apply merit system principles to attracting, developing, managing, and retaining a high quality and diverse workforce. Associates may provide support to employees to provide information and

assistance that sustain important features of the employer-employee relationship, such as employee benefits. Associates also provide products and services for a wide variety of employee categories that involve different systems with different statutory and regulatory authorities.

The Associate may:

- provide personnel management advisory services on actions such as position management, classification, classification appeal procedures, and staffing;
- advise management on recruitment and placement actions, recruitment strategies, and internal or external competitive staffing actions;
- serve as the training point of contact, developing and instructing local classes;
- research and analyze regulatory guidance and policies on the Federal Employees' Compensation Act and the Selective Placement Program;
- maintain a working relationship with the Office of Workers' Compensation Program;
- use automated data processing equipment and systems;
- perform other Civilian Human Resource Specialist duties as required.

Skill level: The Associate has senior level or supervisory experience using a wide range of HR concepts, practices, laws, regulations, policies and precedents sufficient to provide comprehensive HR management, advisory, and technical services on substantive organizational functions, and work practice typically in more than one of the following: workman's compensation, recruitment strategy, classification, employee relations, employee development. The Associate has extensive training and directly related education in human resources, business administration, or public administration.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

General Personnel Specialist

The Associate may provide personnel management advisory services on actions such as position management, classification, classification appeal procedures, employee development, employee relations, recruitment and/or staffing. Advises management on recruitment and placement actions, recruitment strategies, and internal or external competitive staffing actions. The Associate researches and analyzes regulatory guidance and policies on the personnel programs. Typically, the Associate is able to use automated data processing equipment and management information systems. The Associate may perform other personnel specialist duties as required.

Skill level: The Associate has performed this work at the full-performance level or higher and has a thorough knowledge of practices, laws, regulations, policies and precedents sufficient to provide comprehensive HR management, advisory, and technical services on substantive program functions. The Associate has had extensive training and may have a related degree in human resources/personnel management, business, public administration, etc.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Graphic Designer

The Associate may plan, analyze, and create visual solutions to communications problems. The Associate recommends or decides the most effective way of getting a message across in print, electronic, and film media using a variety of methods such as color, type, illustration, photography, animation, and various print and layout techniques. The graphic designer develops the overall layout and production design of magazines, newspapers, journals, corporate reports, and other publications and may also produce promotional displays, packaging, and marketing brochures for products and services, design distinctive logos for products and businesses, and develop signs and signage systems—called environmental graphics—for business and government. The graphic designer also develops material for Internet Web pages, interactive media, and multimedia projects. Graphic designers also may produce the credits that appear before and after television programs and movies.

The FPMI Associate helps determine the needs of the client, the message the design should portray, and its appeal to customers or users. Graphic designers consider cognitive, cultural, physical, and social factors in planning and executing designs for the target audience. Designers gather relevant information by meeting with clients, creative or art directors, and by performing their own research. Identifying the

needs of consumers is becoming increasingly important for graphic designers as the scope of their work continues to focus on creating corporate communication strategies in addition to technical design and layout work.

Additionally, FPMI Associates are able to prepare sketches or layouts—by hand or with the aid of a computer—to illustrate the vision for the design. They select colors, sound, artwork, photography, animation, style of type, and other visual elements for the design. Designers also select the size and arrangement of the different elements on the page or screen. They also may create graphs and charts from data for use in publications, and often consult with copywriters on any text that may accompany the visual part of the design. Designers then present the completed design to their clients or art or creative director for approval. In some cases, graphic designers also may assist the printers by selecting the type of paper and ink for the publication and reviewing the mock-up design for errors before final publication.

Graphic designers use a variety of graphics and layout computer software to assist in their designs. Designers creating Web pages or other interactive media designs also will use computer animation and programming packages. Computer software programs allow ease and flexibility in exploring a greater number of design alternatives, thus reducing design costs and cutting the time it takes to deliver a product to market.

Skill level: The Associate is an experienced graphic designer or graphic artist and has performed work in producing graphics for a variety of publications and manuscripts. The Associate's background includes complete independence in managing graphics for major projects or for ongoing programs. The Associate is proficient in a variety of applications related to graphics and has training or education in the area of graphics design.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Human Resources Assistant

The Associate may provide technical assistance to Human Resources Specialists within the office and to managers, supervisors, and technicians of the serviced organization for a wide range of human resources matters. Performs work in two or more of the human resources specialties. May accomplish work using an automated system. The HR Assistant processes a wide range of human resources transactions related to recruitment and placement, classification, employee relations, human resource development, and/or incentive awards. The Associate may provide technical support in the execution of the merit placement/promotion program, in executing employee relations programs, in planning and developing courses based on the needs of the organization and workforce. The Associate is able to perform other human resources related duties as needed.

Skill level: The Associate is well-versed in the technical aspects of a variety of human resources functional areas and has performed this work at the full-performance level or higher. The Associate may provide leadership for other assistants in the HR office and has an extensive training in HR and related subjects.

Education/Experience: High School diploma or equivalent. One to two years experience.

Human Resources Director/Program Manager

This Senior Associate may plan and direct a human resources program that involves a variety of functional areas including employment services, recruitment and placement, training and development, position management, classification, labor relations and/or management-employee relations. Applies a working knowledge of automation, budget, manpower, management analysis and strategic management. The Associate provides guidance and assistance on all areas of personnel management regulations, policies and laws; analyzes proposed changes in operations; assesses the impact on personnel programs; and, advises or guides managers in the most effective personnel management program. Identifies problem areas, coordinates corrective action, and effects changes and improvements.

Skill level: The Associate has long-term experience providing the full range of human resources including making program decisions in all functional areas. The Associate typically has served as a top management team member for strategic planning purposes and can participate as a full partner for the management and development of business operations. The FPMI Associate has managed a multi-faceted program and has extensive training in human resources, management, organizational change processes,

and customer service. The Associate may have academic training in related areas such as public administration, human resources, psychology, sociology, or business administration.

Education/Experience: Bachelors degree + 8 years experience, or a Masters degree + 6, or 12 years experience without degree.

Human Resources Specialist

The Associate may provide expertise and policy guidance in two or more of the following broad major functional areas: classification, pay/compensation, performance management, SES program management, hiring/staffing, labor relations, employee relations, and/or human resources information systems. Work involves planning, executing and coordinating projects (e.g., HRIS or new classification standards transition and implementation), resolving critical problems, or developing new concepts related to the development, improvement and evaluation of substantive HR programs. May participate in broad studies and analyses for the assessment and resolution of substantive operating and/or policy issues.

Participates in the design of new systems and processes. Performs advisory services and/or policy interpretations on agency-wide or equivalent issues. Coordinates and integrates strategic planning initiatives with management, HR specialists, and other analysts providing program guidance, oversight and evaluation. Develops new approaches to identifying key strategic and workforce issues and to resolving strategic and workforce planning issues and problems.

In addition to the above, the Associate is prepared to perform work in an operational HR environment in a variety of functional areas including staffing, recruitment, employee relations, employee development, classification, etc.

Skill level: The Associate has broad experience in Federal, local government, and/or private organizations and performed the work at a senior level or higher. Associates typically have academic backgrounds and training directly related to human resources operations and practices. Associates have full-performance or higher level experience in multiple functional areas.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

IS/IT Engineer

The Associate performs management information systems and information technology support work and may work in a variety of specialties related to automated equipment, systems analysis, applications development, network management, and more. The Associate may perform work in any of the following areas, among others:

-Software Engineer: Researches, designs, and develops computer software systems, in conjunction with hardware specialists. Analyzes software requirements to determine feasibility of design within time and cost constraints. Consults with hardware and other IT engineering personnel to evaluate the interface between hardware and software and operational and performance requirements of the overall system. Formulates and designs software system using scientific analysis and mathematical models to predict outcome and consequences of design.

-System Development Engineer: Researches, tests, and evaluates applications hardware before installing on networks/systems. Guides users in formulating requirements, advise on alternative approaches, conduct feasibility studies, perform system/network design and/or administration.

-Applications Engineer: Researches and develops new applications to meet users requirements. Converts scientific, engineering and other technical problem formulations to a format that can be processed by computer. Resolves symbolic formulations, prepares flow charts and block diagrams and encodes resultant equations for processing. Confers with other engineering and technical personnel to resolve problems of intent, inaccuracy or feasibility of computer processing. Develops new application subroutines or expands program to simplify statement, programming or coding of future problems.

Education/Experience: Bachelors Degree + 3 years experience, or 10 years experience without bachelors

Instructional Technologist

The Associate is able to provide substantive support in presenting computer-based, remote telecasts, video-conferencing and other training arrangements involving telecommunications or multiple-site

audiences. The technologist is also able to arrange and operate information technology equipment and software that facilitate classroom training.

The Associate may also support recording and re-broadcasting of training sessions. The Associate is prepared to coordinate training events and may be available to proctor training evaluations and assessments.

Skill level: The technologist has performed these duties with complete independence and has provided guidance in instructional or conference settings. The Associate's background includes training in and application of state-of-the-art systems and equipment.

Education/Experience: Bachelors Degree + 1 year experience, or 3 years experience without bachelors

Job Developer

The Associate may be responsible for identifying employment opportunities and performing assessments of skills and training needs that will improve employment possibilities for the employee. Employee clients will be provided with a range of tools to enhance educational levels, facilitate development of marketable skills, and aid in gaining meaningful employment. The Associate may work with various organizations, companies and agencies to develop employment opportunities for the employee and research employment options and qualification requirements for various occupations and employment fields. The Job Developer will evaluate employee qualifications and work with them to identify possible employment and career options, and to develop vocational plans. The Job Developer will also assess the need for skills training and education and track the effectiveness of training, development efforts and success in job placements by conducting follow-up reviews with employment organizations.

Skill level: The Associate has performed this work at the full-performance level or higher. The Associate's background includes extensive training in vocational development and related subjects and may include academic courses in related disciplines such as human resources, business administration, public administration, etc. Key skills used by the incumbent include the following:

- Knowledge of human resources employment and staffing concepts, principles and practices.
- Skill in providing counseling related to employment, training and education.
- Knowledge of employment trends and options for providing vocational development.
- Ability to work with a wide range of people, including those from various backgrounds.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Labor Relations Specialist

The Associate may perform work establishing and maintaining relationships, including the use of non-traditional collaborative approaches with labor organizations that represent Federal employee, negotiating and administering labor agreements, and providing guidance and consultation on a variety of labor relations matters. In addition, the incumbent may perform work that involves providing advice and assistance to employees and management, programs administration, research and case management in matters related to conduct, performance, attendance, and dispute resolution.

Additionally, the Associate may serve as the Labor Relations Specialist responsible for developing plans, policies, and procedures for local implementation of a Labor Relations program within the framework established by Federal laws and regulations and may provide labor relations services for the organization. Work performed uses a comprehensive knowledge of labor relations theories, principles and practices and requires a high degree of judgment and originality in resolving complex and potentially controversial problems, sometimes requiring modification and adaptation of guidelines and application for innovative approaches. As required, the Associate establishes constructive relationships with officials of the union(s) representing employees in the bargaining units(s). The Associate may participate in representing the agency before third parties, such as EEOC, MSPB, OSC, etc

Skill level: The Associate has full-performance knowledge and skill in applying labor relations theories, principles and methods to include: advising negotiating committee members on the interpretation and applicability of arbitration and precedent decisions; communicating agency wide labor relations policies and procedures to management and staff; serving as or advising the principal spokesperson of a management negotiating committee involved in contract, midterm or appropriate arrangement negotiations; serving as an interpreter of labor relations laws, regulations, Executive orders and decisions

of labor relations formal bodies; knowledge of legal research methods and information gathering techniques; knowledge of negotiating procedures and techniques, interest-based bargaining, conflict resolution and other non-adversarial techniques. The Associate has senior level experience in this area and has substantial training or education directly related to labor relations.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Media Designer

The Associate is a specialist in electronics publishing technology and process (digital media) and has knowledge of other publishing processes. Work may involve using technical expertise to test and evaluate requestor submissions for adequacy and ability to achieve the intended purpose and/or consulting with agencies on services available through GPO or other sources and requirements for using digital media

The Associate is able to prepare brochures and other hard-copy documents that may stand alone or be tied to electronic and other forms of media.

Skill level: The Associate has performed these duties and is proficient in media design and possesses the following knowledge:

- State-of-the-art electronic publishing products, methods, and technologies, including data base functions, networking issues in a mixed PC & Mac environment, digitized composition and graphics, hardware configurations (PC and Mac), and software applications.
- Additional information dissemination processes and media (e.g., CD-Rom, DVD and the World Wide Web).
- Printing and binding processes and terminologies for a variety of products using various types of papers and other materials.
- Laws and regulations that govern the activities of the Government Printing Office, including Title 44, U.S.C., the JCP Printing and Binding Regulations, Publication 300.6 -Guidelines for Preparing and Submitting Electronic Design and Pre-Press Files, and applicable sections of such pertinent bodies of regulation as the Federal Acquisition Regulations.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Org. Development Services Specialist

The Associate provides services and support in the areas of change management, business process improvement, and project management. As such, the Associate may perform the following, among other things:

- Contribute to implementation and project plans for change management activities.
- Participate in the definition, implementation and continuous improvement of change management strategies and techniques based on ongoing internal and external evaluations.
- Facilitate change management programs/initiatives and the learning of change management methodologies within the organization.
- Facilitate the adoption of new or improved processes and/or procedures across the organization, including technology implementations, workforce/human resources transformations, and corporate policies.
- Coach leaders, teams and large groups through organizational development and change processes.
- Track and reports project progress, performance, risk and issues to project stakeholders.
- Manage competing demands relevant to scope, schedule, cost, risk and quality; and differing stakeholder requirements and expectations to satisfactory outcomes.
- Participate in the definition, implementation and continuous improvement of organizational development and change management strategies and techniques.

Skill level: The Associate typically has extensive training and work experience in this area at or above the full-performance level. The employee is able to work with complete independence and has handled complex assignments requiring innovation, negotiation, and persuasive ability. Additionally, the Associate has the ability to create vision, prioritize competing requirements, build consensus and provide direction and has experience with the business requirements gathering process including the proven ability to analyze business problems and provide objective reasonable solutions in an efficient manner.

The Associate at this level typically has an academic background that includes technical skills in modeling, research, statistical analysis, etc.

Education/Experience: Bachelor's Degree + 3 years experience, or 6 years experience without bachelors

Outplacement Specialist

The Associate may provide professional coaching, practical guidance and essential facilities to help people move to the next stage in their careers, either within their current organizations or elsewhere. The Associate is able to perform the full range of career transition and outplacement functions and performs this work with complete independence.

The Associate works to help individuals find the new appointments or alternative career paths that are right for them and designs programs to meet each client's individual requirements. Work may include assessment (to identify and harness potential), coaching (to develop capability and the learning power to release it), and engagement (to create the environment, inspiration and energy to liberate and maximize talent). The Outplacement Specialist is able to participate in the planning and implementation stages or downsizing or reduction-in-force events and can provide counseling and guidance to employees in areas such as self-assessment; knowledge, skills, and abilities (KSA) assessment; job aptitude/interest inventories; group and individual counseling; career and job workshops; resume writing; job search methods; interview and negotiation techniques; stress management; personal financial management; and job training. The Associate may also be able to provide retirement assistance.

Skill level: The Associate is a highly experienced senior consultant with extensive local market knowledge, the highest professional standards and the expertise to focus on important practical and emotional issues. The Associate has substantive training in related areas such as counseling, job development, recruitment and placement, and vocational assessment. The specialist may have academic training in related areas such as human resources management, counseling, public administration, etc.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

Performance Mgmt Services Specialist

The Associate has substantive experience in Performance Management and Recognition. The Associate may perform, among other tasks, the following:

- Interpret regulations and provide technical advisory assistance.
- Promote the program with senior officials and prepare program reports.
- Develop and apply metrics to measure program success. Implement common business processes.
- Recommend new or revised training requirements.
- Advises and coaches managers and employees on performance management-related matters including schedules, the use of necessary forms and processes, as well as on substantive questions such as best practices in planning work/setting priorities, delivering performance feedback, and following through on performance commitments.

Skill level: The Associate is a seasoned employee who has full-performance level or higher experience in performance management program development and/or operations. Specific skills include:

- Thorough knowledge of the principles and practices of HR management, with specific experience in the administration of performance management and appraisal processes and systems.
- Professional experience in the design or use of performance evaluation tools, systems, practices and policies.
- Experience with performance management methods and documentation used in the industry.
- Analytical skill to gather appropriate data related system performance.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Personnel Actions/Pay Processing

The Associate may provide services in processing a range of personnel actions including the following tasks:

- Process manually or electronically the Standard Form 50 and related forms and documents to effect the full range of personnel actions for SES, General Schedule, Federal Wage System, and other employee pay systems;
- Maintain on-line data in human resources information systems (HRIS) and any automated personnel subsystems to include, if needed, electronic interface with finance and OPM systems;
- Provide advice and assistance on technical matters related to employee records;
- Prepare reports;
- Electronic processing of resumes;
- Provide for custody and maintenance of Official Personnel Files (OPFs) - maintain OPFs in a secured area, protected from unauthorized access in accordance with regulatory requirements; forward OPFs to National Records Center;
- Provide required employment verification.

Additionally, the Associate may perform work related to determining pay, maintaining payroll records, and completing related reports pertaining to employees of the agency. Work may include working with an automated payroll system in which data is coded and verified by the incumbent and submitted to the agency payroll processing center.

Performs other clerical, assistant, or technician level work in support of employment operations. Provides information to applicants, employees, and supervisors in response to inquiries related to the filling of positions.

Skill level: The contractor has extensive experience processing personnel and payroll actions, especially for Federal agencies. The work has been performed at the full-performance level or higher and the contractor's background includes substantive training in this area. The Associate is proficient in the following competencies, among others:

- Knowledge of civilian pay rules, regulations, and processing procedures.
- Knowledge of computerized payroll system.
- Ability to interpret and apply personnel regulations and/or standards.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

Programmer

The Associate provides information technology support for training development that is computer and/or web-based. Work may involve customizing software to facilitate training objectives or developing databases that may be used for instructional purposes.

The Programmer analyzes, codes, and documents complex applications for computer operations/systems and related equipment appropriate to the program operations. Performs technical programming tasks, using both standard and non-standard analysis, design and programming methods and techniques.

Determines customer requirements for the final program or system. Analyzes problems in terms of such factors as user requirement, input data and form and output data and form, available computer configuration and speed, and overall problem-schedule requirements. Advises on computer/system requirements and limitations to help define system needs.

Skill level: The Associate is well-versed in computer programming techniques and adapting software for specific training purposes. The Associate has a background in information technology that is supported by extensive training or education in the field. The Associate has performed this work at a level typically above the full-performance level for this work

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Program Manager/Instructional Designer

The Associate provides overall project direction for HR/EEO related materials, including training and course materials. The Associate works with agency staff to determine the goals of the training and informational needs and recommends format, content, method of delivery and appropriate audience. The Program Manager/Instructional Designer coordinates the work of a team involved in writing, design, printing, publishing, and delivering information. Deliverables may range include booklets, pamphlets,

electronic media, WEB-based delivery, computer-based training delivery, or other formats requested by the organization.

The Program Manager/Instructional Designer is qualified to perform such tasks as:

- Plan and manage the work of project teams
- Conceptual design and development of training curricula
- Ensure consistency of quality across multiple projects

Skill level: The Associate uses knowledge of HR/EEO regulations, laws, cases, and agency directives to formulate content and coverage of topics to a variety of audiences. Typically, the FPMI Associate has managed this work in the federal environment, including supervising specialists involved in HR/EEO training delivery.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Project Coordinator

The Associate is able to plan and coordinate the work of a team of professionals in function review, business process re-engineering, enterprise architecture, and/or program and performance evaluation. The Coordinator is responsible for planning and communicating aspects of project performance to team members and implementing the project director's vision and objectives. The Associate assists in the oversight of project tasks, establishes and monitors milestones, and prepares progress reports. The Project Coordinator facilitates statements of requirements from the client, evaluates conformance to performance requirements and assists in the overall communication of project tasks to all team members and stakeholders.

The function review and integration services work requires the Associate to deal with a variety of disciplines and to coordinate the work of functional units across the organization. The Associate may participate in strategic planning and management efforts to lead the organization to an enhanced performance level and to improve overall economy, efficiency, and effectiveness of operations.

Skill level: The Associate has performed full-performance level or higher tasks for major program segments and has experience in the coordination of work of development and operational teams in planning, scoping, implementing, and evaluating significant business practices or operations. The Associate has long-term project coordination or management experience and may be certified in project management. The Associate typically has extensive training in performance evaluation or project management and may have academic training in public administration, business administration, or a related discipline; some project coordinators have technical degrees related to program areas to which the project is related.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Project Director

This Senior Associate is able to manage a team of professionals in function review, business process re-engineering, enterprise architecture, and/or program and performance evaluation. The Project Director is responsible for all aspects of project performance (i.e. technical, contractual, administrative, financial, etc.), including supervising personnel in all aspects of the project activity. The Associate organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, establishes and maintains technical and management reports to demonstrate to clients that the contractor or team is fulfilling its performance responsibilities. The Project Manager provides leadership to project teams, ensures conformance to performance requirements and assists in the overall direction to all project level activities and personnel.

The function review and integration services work requires the Associate to deal with a variety of disciplines and to coordinate the work of functional units across the organization. The Associate may lead strategic planning and management efforts to lead the organization to an enhanced performance level and to improve overall economy, efficiency, and effectiveness of operations. The Associate may deal with all types of resources including financial, human, assets, and corporate branding.

Skill level: The Associate has performed managerial level tasks for major program segments and has lead development and operational teams in planning, scoping, implementing, and evaluating significant

business practices or operations. The Associate has long-term project management experience and may be certified in project management. The Associate typically has a degree in public administration, business administration, or a related discipline; some project managers have technical degrees related to program areas to which the project is related.

Education/Experience: Bachelors degree + 6 years experience, or a Masters degree + 6, or 12 years experience without degree.

Project Executive

This Senior Associate is able to manage projects performed by multiple teams of professionals in function review, business process re-engineering, enterprise architecture, and/or program and performance evaluation. The Project Executive is responsible for all aspects of project management (i.e. technical, contractual, administrative, financial, etc.), including accomplishing work through subordinate supervising personnel. The Associate directs, organizes and assigns responsibilities to subordinates, manages the successful completion of all assigned tasks, orders and approves reports to assess performance measures, and makes all final decisions on priorities and strategic operational efforts. This Associate makes final decisions on team staffing requirements and resources management.

The function review and integration services work requires the Associate to deal with a variety of disciplines and to coordinate the work of functional units across the organization. The Associate may lead strategic planning and management efforts to lead the organization to an enhanced performance level and to improve overall economy, efficiency, and effectiveness of operations.

Skill level: The Associate has performed executive level tasks for major multifaceted programs and has directed development and operational efforts that include planning, scoping, implementing, evaluating, and deciding on parameters and scope of significant business practices or operations. The Associate has long-term executive management experience and may be certified in project management. The Associate typically has a degree in public administration, business administration, or a related discipline; some project directors have technical degrees related to program areas to which the project is related.

Education/Experience: Bachelors degree + 8 years experience, or a Masters degree + 6, or 15 years experience without degree.

Retirement & Benefits Specialist

The Associate may provide technical, procedural and evaluative assistance in the area of employee benefits. The Associate may apply an extensive body of human resources rules and procedures concerning employee benefits sufficient to perform a range of functions including providing information and advice in the areas of health benefits, life insurance, retirement, thrift savings plan, performance appraisals, and leave related issues such as the Voluntary Leave Transfer Program (VLTP), the Family Friendly Leave Act, etc. The specialist may provide support for incentive awards and performance appraisal programs.

The Associate is able to perform independently or participate in projects or studies; perform detailed reviews of records and other documentation, preparing summaries of information in preparation for further analysis and processing; respond to inquiries concerning HR services, procedures, alternatives, and requirements; identify and resolving procedural issues; enter data, complete forms, and prepare a variety of reports using a personal computer and office automation software; develop retirement estimates and process retirement actions; and, conduct HR Internet searches.

Skill level: The Associate has performed this work at the full-performance level or higher and has had significant training in benefits administration and retirement. The employee is well-versed in regulations related to retirement and benefits and is able to quickly learn agency processes for related transactions.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Reviewer/Editor

The Associate reviews and edits complex documents and proofreads documents to ensure they conform to accepted style and convey the desired message. Tasks may include editing manuscripts and reports, comments on proposed rulemaking, and other documents written for the HR and EEO programs of the organization. In addition to basic editing for correct grammar, punctuation, style, and format, the

Associate may evaluate documents in terms of purpose, audience, scope, content, organization, and logic. The editor may recommend changes in emphasis in presentation, coverage, balance, and suitability of expression; evaluate for paragraph unity and coherence; and eliminate of jargon and redundancies. The Reviewer/Editor also proposes changes or ways and techniques that might be used to improve the presentation of the material to maintain a cooperative and constructive working relationship. The Reviewer/Editor evaluates the appropriateness and accuracy of graphic materials and suggests the use of or improvements to graphic presentations that may more easily convey the information desired.

Skill level: The Associate is an experienced editor with academic and job training in writing, editing, and manuscript review. The Associate has performed full-performance level work in a variety of settings and has worked with instructional, scientific, and expository writings.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors

Senior Alternative Dispute Resolution Specialist

The Senior Associate uses a comprehensive knowledge of practices, processes and techniques of conflict management, including mediation and coaching or peer mediation, and interest-based problem solving in workplace environments. The Associate has experience and the ability to provide training in at least some of these practices, processes and techniques. The Senior Associate may facilitate mediations, arbitration, and/or negotiate other resolutions in informal or formal processes and serve as an expert on interest-based problem solving, alternative dispute resolution, conflict coaching and mediation techniques providing consultation to managers and employees on conflict management options and support, and assisting in the development and delivery of a wide variety of conflict management and dispute resolution classes and other vehicles used in the development of conflict management competency.

Associate is able to perform a variety of program management and operational tasks including:

- Maintain, reinforce, or create protocols for conflict management service delivery including developing, distributing and continuing to monitor requisite policies and procedures.
- Prepare written reports and presentations.
- Provide planning, coordinating, and execution of workshops and special events, projects and assignments and provide related program support.
- Facilitate informal and formal conflict resolution, lead and/or facilitate teams or group processes and identify the most appropriate path of action in each case.

Skill level: This expert level provider is trained in alternative dispute resolution (ADR) programs and may be certified in arbitration and/or mediation; some employees combine legal training with training in mediation or arbitration. The employee has performed as a senior staff member, program manager, or supervisor of a program involving ADR. Some employees have established this program in a public or private sector organization.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Classification Specialist

The Associate is an expert classifier and uses job analysis skills to, among other things, perform the following:

- make fine distinctions in the proper crediting of factor levels and ultimate allocation of grade levels to positions;
- communicate grade distinctions to management with supporting criteria and justification;
- provide recommendations to management on organizational design with emphasis on career development principles and practices;
- relate position classification to the management process and other HR programs.

Additionally, the Associate is able to conduct classification surveys, position management studies, and recommend organizational structures for new work or for planned changes in how the work is done. The Associate is expert at writing position descriptions, developing narrative evaluation reports, classifying positions where no specific standard exists, and re-engineering jobs to meet current or evolving work demands.

Skill level: The Associate has extensive experience classifying positions in the General Schedule, banded positions, and wage system positions. At this level, the Associate has had experience designing and/or implementing comprehensive project plans; conducting occupational analyses and/or classification studies; writing documents for a variety of audiences; and researching, interpreting, and advising on personnel laws, policies, procedures, and regulations. The Senior Classifier is often a partner in strategic planning for business development needs relating to human resources. The Senior Classifier has extensive training and/or directly related education in human resources functional areas including public administration, position management, classification, and/or organizational development.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Counselor/Trainer

The Associate may design, develop, implement, and evaluate a wide range of training and professional development programs, activities, and strategies to enhance the knowledge and skills of managers and staff at all levels, and to develop and retain a viable and effective workforce for the future. The Trainer may plan, develop, coordinate, and administer training and professional development programs; establish training priorities; develop and administer training surveys and other evaluation tools; develop and implement policies, procedures and guidelines governing training and professional development programs; and monitor and evaluate the performance of training vendors/contractors

The Associate may work with managers to explore alternative and creative solutions to longstanding training and professional development issues, and to examine and improve current employee training and development practices. Work may include the design and development of data collection instruments and methodologies using a variety of media, including web, print, email, focus groups, and staff interviews.

The Associate may develop and recommend policies, procedures and guidelines related to the development and implementation of training and development programs, and ensures that the policies, procedures and guidelines are appropriately documented, disseminated, and communicated to managers and staff.

The Associate may provide counseling services to employees on a variety of issues related to career development and work-life. The counseling work typically results from a perceived or actual need to strengthen some aspect of employee performance and may result in referral for intervention other than training, if the situation does not seem to be a training issue.

Skill level: The Associate has performed this work at the senior level and may have supervised or managed a program involving counseling, career development, and training. Typically, the Associate has a wealth of training in this area and may have a background in industrial or educational psychology, counseling, human resources, education, or related fields.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior EEO Services Specialist

The Associate participates in the operations and policy development of EEO programs and plans, develops implements and manages all or part of the EEO program. The Associate may perform special projects involving analyzing statistical data on hiring, promotions, awards, training, and time-in-grade. Provides advice to management officials regarding areas requiring emphasis and ways to strengthen the EEO program. Works with managers and staff to analyze and evaluate accomplishments, identify weaknesses and assists in developing action items for improvement.

The Associate may develop structures for the EEO Counselor function ensuring that organizational components have sufficient number of counselors and provides supervision. Provides technical assistance to EEO collateral-duty staff. Participates in informal states of disputes and assists in resolution of complaints. Identifies problem areas such as under representation and under-utilization of employees in specific types of positions. Consults with EEO staff and managers to identify EEO barriers and possible solutions.

The Associate may also monitor and evaluate compliance with civil rights laws and regulatory requirements, agency diversity plans, and other directives. The Associate may assist in producing periodic reports on program activities to top management and is able to operate as the EEO Officer.

Skill level: The Associate typically has a background that includes high-level work involved in all areas of EEO. This senior employee has managed or supervised EEO programs and/or has personally performed high-level non-supervisory work in EEO or related human resources areas. The Associate has extensive training in this area, has trained others in EEO, and may have an academic background in fields such as public administration, human resources, law, or business administration.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Employee Relations Specialist

The Associate may provide the full range of employee and labor relations services for the organization. The Senior Employee Relations Specialist provides advice and assistance in the areas of complex conduct and discipline issues; grievances and appeals; adverse actions; performance management; leave administration; labor relations; merit system principles and prohibited personnel practices. The Associate also may prepare disciplinary and adverse actions; performance-based actions and other management-initiated non-disciplinary actions. If needed by the agency, the Associate conducts investigations into employee allegations of misconduct and harassment. The Associate serves as technical advisor on all aspects of labor relations and prepares and provides required correspondence/information/documentation for cases preparation involving third party review.

Skill level: The FPMI Associate is a technical expert on employee relations issues and is able to furnish consultative advice and guidance to management officials and supervisors on all aspects of employee relations and performance management. The specialist has supervised or personally performed this work at a senior level and has an extended work history in this area. The Associate has education and/or training in this functional area and understands the relationship of this area to other human resources programs.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Human Resources Specialist

The Senior HR Specialist provides generalist support in a variety of areas and typically has performed or supervised the work. The Associate has a broad background in the major functional areas of human resources and is able to provide specialty support in one or more areas. The Associate is able to do program planning and evaluation, manage operations, function as a senior specialist with no technical supervision required, and advise managers and HR staff on regulations, policies, and procedures to follow to complete personnel actions.

Skill level: The Senior Associate has an education and training background in broad aspects of the human resources program, including strategic planning. The Associate has expertise in all of the following related competencies:

- Comprehensive knowledge of and successful performance in two or more of the following human resources functional areas: classification, pay/compensation, performance management, SES program management, hiring/staffing, labor relations, employee relations, human resources information systems, workforce planning and program evaluation.
- Demonstrated ability to analyze and interpret new legislation or policy for impact on agency programs and provide accurate, timely and effective human resources consultative and advisory services to managers and employees.
- Demonstrated ability to lead a team on special projects or studies critical to successful implementation of human resources initiatives and/or resolution of human resources related issues.
- Demonstrated ability to communicate in writing in order to prepare policies, regulations, standard operating procedures, reports, instructional materials, briefings, articles for publication, statements or work, and other written documents related to a variety of human resources program areas.

-Effective oral communication skills as demonstrated by delivery of presentations and training; participation in and/or facilitation of work groups; representation of the organization through speaking engagements; and briefings of subordinates, peers, and/or senior managers.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Instructional Technologist

The Associate may research and develop a variety of instructional technologies, methods and approaches in order to ensure technically and doctrinally sound training products and may be responsible for providing technical guidance and support in analyzing, developing, designing, validating, evaluating and fielding learning products. Provides guidance based on project guidelines. The Senior Instructional Technologist researches training technologies, conducts analysis of curriculum to ensure training materials meet standards required, serves as project manager on contractor developed courseware, and establishes and conducts the development process for interactive multimedia instructional products with the development team. The Associate may apply advanced techniques or methodologies to training delivery, curriculum development, and project management.

Skill level: The Associate has an extensive background in planning, developing, and implementing training and training development programs using state-of-the-art approaches. The Associate has performed this work at the senior level and/or has managed a training function. The Associate is proficient in the following competencies by virtue of training, education, and extensive work history

- Ability to perform curriculum development and design.
- Knowledge of instructional technology (such as interactive courseware, video training, and computer based training).
- Knowledge of training methods, techniques, and tools in order to design and develop submarine training course and materials.
- Ability to communicate both orally and in writing.
- Learning Theory, Psychology of Learning, Educational Psychology
- Instructional Design Practices
- Educational Evaluation
- Instructional Product Development
- Computers in Education and Training

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Labor Relations Specialist

The Associate provides advice and assistance to the organization's labor counselors may represent or participate in civilian personnel, labor relations, and equal employment opportunity cases arising within the organization, including cases that could establish organization-wide precedent. Conducts research in connection with pending cases and analyzes factual and legal issues. Prepares the agency's case in administrative hearings and other judicial settings. Provides oral and written advice and technical legal guidance to key officials and, upon request to subordinate organizational units, concerning all aspects of the law of federal employment and federal labor-management relations, including adverse actions, performance management, equal employment opportunity issues, and labor relations matters. Prepares recommended course of action for agency management.

The Associate may provide direct operational labor relations services including reviewing contracts, meeting with labor organization representatives, resolving complaints, etc.

Skill level: The FPMI Associate has a broad background in labor relations and has performed this work at the senior or manager level. The Associates background includes academic preparation and training that may include law, public

administration, business administration and other related disciplines. Critical skills possessed include:

- Knowledge of Federal labor and employment law

- Experience in military installation and administrative law (include any experience with the Joint Ethics Regulation, law and regulations affecting the operation of an installation, FOIA, Privacy Act, Joint Federal Travel Regulation).
 - Skill in oral communication and communication with senior officials.
 - Skill in research, analysis, and writing.
- Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Media Designer

The Associate is a technical specialist in electronics publishing technology and process (digital media) and has substantive knowledge of other publishing processes. Work may involve using technical expertise to test and evaluate requestor submissions for adequacy and ability to achieve the intended purpose and/or consulting with agencies on services available through GPO or other sources and requirements for using digital media. Incumbent is relied on to provide high-level evaluation and approval of customer requirements to ensure that planned projects and objectives are fully met.

The Associate is able to prepare detailed written proposals delineating customer requirements, suggesting potential methodology, identifying critical components, and assuring maximum utilization of available resources. Makes live and audiovisual presentations. The Associate is also able to prepare brochures and other hard-copy documents that may stand alone or be tied to electronic and other forms of media.

Skill level: The Associate has performed these duties at the full-performance level or higher and is proficient in media design and possesses, among others, the following knowledge:

- State-of-the-art electronic publishing products, methods, and technologies, including data base functions, networking issues in a mixed PC & Mac environment, digitized composition and graphics, hardware configurations (PC and Mac), and software applications.
- Additional information dissemination processes and media (e.g., CD-Rom, DVD and the World Wide Web).
- Printing and binding processes and terminologies for a variety of products using various types of papers and other materials.
- Laws and regulations that govern the activities of the Government Printing Office, including Title 44, U.S.C., the JCP Printing and Binding Regulations, Publication 300.6 -Guidelines for Preparing and Submitting Electronic Design and Pre-Press Files, and applicable sections of such pertinent bodies of regulation as the Federal Acquisition Regulations.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors

Senior Org. Development Services Specialist

The Associate may be responsible for conducting human capital planning and workforce analysis; aligning the agency's human capital planning requirements with budget and performance planning processes; and developing and implementing human capital measures and facilitating strategic management of the organizations human resources. The Associate may perform workforce planning and analysis activities that involve examining organizational business drivers, human capital challenges, analyzing workforce data on demographics, attrition, retirement eligibility, etc. to document plans and improve HRM planning and accountability systems. The FPMI Associate may develop and communicate guidance and information on human capital requirements to organizations and participate on or lead project teams and agency-wide work groups in the execution of those requirements. The Associate may also participate in or lead business process re-engineering efforts, do process mapping, and counsel management on planned organizational changes including organizational structures, interrelationships among units, staffing levels, etc.

As needed, the Organization Development specialist applies principles of psychology to the development and implementation of human capital strategies, competency assessment and modeling, human capital solutions (e.g., skill gap closure), organizational assessment, and human capital measurement. The specialist may conduct statistical analysis of human capital data to develop issue papers, briefings, and other documentation of results. The Associate provides staff work, research on best practices, and

technical consultation to support various human capital planning councils, work groups, and agency units and external stakeholders.

Skill level: The Associate has an educational background and training in subject matter areas that relate to organization development work and, typically, has an undergraduate or graduate degree in disciplines such as industrial psychology, public administration, business administration, operations analysis, etc.

Specific skills include:

- Expertise and experience in applied psychology, strategic human resource management, and workforce management (e.g., human capital planning and workforce analysis, recruitment and selection, talent and succession management, performance of human capital measurement and assessment, training and development, organizational assessment and competency modeling, etc.).
- Expertise in change management methodologies and approaches.
- Applied knowledge of research design and methods, data analysis and statistics, database development and management, and applied experience with statistical analysis packages.
- Applied skill in Microsoft Office and/or other project management software (Word, Excel, and PowerPoint).
- Ability to participate on and lead work groups and teams in planning, organizing, and executing work projects.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Performance Mgmt. Services Specialist

The Associate is a senior expert in Performance Management and Recognition. The Associate may provide leadership and technical expertise to human other resources specialists who perform this function or may personally deliver services. The Associate may also perform, among other tasks, the following:

- Prepare new and/or major policies, plans and programs. Develop and issue guidance for use throughout the organization. Interpret regulations and provide technical advisory assistance.
- Promote the program with senior officials and represent the program to external policy and oversight organization. Prepares program reports.
- Formulate requirements based on program objectives and prepare plans necessary to ensure their accomplishment.
- Develop and apply metrics to measure program success. Develop and implement common business processes.
- Recommend new or revised competency and training requirements.
- Advises and coaches managers and employees on performance management-related matters including schedules, the use of necessary forms and processes, as well as on substantive questions such as best practices in planning work/setting priorities, delivering performance feedback, and following through on performance commitments.

The Associate may also serve as the focal point for inquiries about the administration of performance management.

Skill level: The Associate is a seasoned employee with an extensive background in performance management program development and operations. Specific skills sets include:

- Mastery of the principles and practices of HR management, with specific experience in the development and administration of performance management and appraisal processes and systems.
- Extensive professional experience in the design or use of performance evaluation tools, systems, practices and policies.
- Experience with performance management methods and documentation used in the industry.
- Analytical skill to gather appropriate data and assess system performance.

Education/Experience: Bachelors degree + 6 years experience, or a Masters degree + 4, or 10 years experience without degree.

Senior Reviewer/Junior Instructional Designer

The Senior Reviewer/Junior Instructional Designer ensures that draft materials related to HR and EEO matters are prepared to satisfy customer objectives for training, publication, or other information use. The

Associate originates information, interprets requirements from program managers, and confirms goals of training and informational needs. The Junior Instructional Designer may participate as a team member to produce written, electronic-based, or oral presentations to a variety of audiences.

Skill level: The Senior Reviewer/Junior Instructional Designer is well-versed in curriculum development and HR/EEO regulations, laws, cases, and other relevant sources of information on HR/EEO practices and processes. Typically, the FPMI Associate has performed this function at a senior or team leader level.

Education/Experience: Bachelors degree + 4 years experience, or 8 years experience without bachelors.

Senior Writer

The Associate writes and edits reports, correspondence, news articles or design other publications to report on the work of the organization. The materials require the analysis and selection of facts that are drawn from different sources and are synthesized into a unified presentation. Work may involve research and compiling of information needed to amplify material or provide for full subject coverage. The Associate prepares written material on complex issues related to the mission, policies, programs and initiatives of the organization. The Associate writes, gathers, develops and checks the accuracy of information by research and by interviews with subject matter experts, program officials and policy makers

Skill level: The Associate has extensive experience that demonstrates application of principles, methods and knowledge of written communication through the effective use of grammar, spelling, punctuation, format and editorial markings; writing/editing newsletters or other official publications and achieving objectives through problem solving abilities; extensive experience with computerized publication design and composition and ability to gather, assess, prioritize and write copy. The Associate typically has an academic and training background in the areas of writing, editing, language instruction, journalism and/or communications.

Education/Experience: Bachelors degree + 4 years experience, or 8 years experience without bachelors

SME Expert

The Subject Matter Expert (SME) has profound experience in the area of specialty. The Associate may provide expertise for a variety of purposes including:

- designing training;
- restructuring work in the discipline;
- applying state-of-the-art developments in the discipline to an operating program;
- developing examinations or identifying critical competencies for performance management or employment systems;
- consulting on business operations or process improvement efforts;
- providing training to operating staff;
- leading projects or developmental research in the specialty area;
- interpreting regulations or new developments in the specialty field;
- developing policy or guidance;
- evaluating program operations for compliance, efficiency, effectiveness, and/or economy of operations.

FPMI has a cadre of SME's in a variety of areas including human resources; training and curriculum development; training delivery; information technology; printing and publishing including related areas such as writing/editing, graphics, and visual information; organizational development; and other technical areas.

Skill level: The Associate has specialized training and education in the subject matter area and has performed the work at the executive, management or senior level. The Associate's expertise has been developed by progressively more complex experience over a long term of employment. In some cases, the Associate has taught courses in the subject matter area in a university setting. The employee is a member of a professional organization in the specialty area and is certified or may be recognized as an expert in the field.

Education/Experience: Bachelors degree + 8 years experience, or 12 years experience without bachelors. Specialized training may substitute for bachelor's degree, and/or year's experience.

Senior Staffing Specialist

The Associate provides expert support in staffing and related areas by performing the following, among other tasks:

- Provide comprehensive staffing and placement services to on-site advisory centers.
- Coordinate with, and advise HR specialists located at the on-site advisory centers on technical issues involving recruitment and placement actions.
- Perform internal placement duties including conducting job analysis, preparing promotion and placement products, and issuing promotion and referral certificates.
- Perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran readjustment, reinstatement, and direct hire appointment authorities.
- Conduct job analyses on a wide variety of complex positions using research, interview, observation, and analytical techniques to gather, document, and analyze information to develop qualifications rating factors.
- Determine appropriate rating and ranking selective factors and develop crediting plans to assess varying degrees of job qualifications and explain the methodology to management.
- Provide technical advice to operations center staff in resolving the most difficult and controversial recruitment and placement problems including defining issues, determining applicable precedents, laws, or regulations, and identifying the most effective approach and technique to validate the correctness and propriety of the actions taken.
- Provide management with the widest range of flexibility for providing comprehensive staffing and placement services.
- Provide authoritative management advisory service including defining issues, determining applicable precedents, laws, or regulations, identifying the most effective approach, and validating the correctness and propriety of the actions taken.
- Provide guidance to management on all recruitment and placement issues and recommend innovative methods and strategies to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.
- Analyze the organization's workforce and determine reduction-in-force impact
- Initiate pre-reduction-in-force actions, conduct reduction-in-force briefings, and counsel employees
- Research, prepare, and defend action taken relative to reduction-in-force appeals.

Skill level: The Associate performed this work as a senior employee, supervisor or manager. The Associate has an extensive background in staffing and placement and has a high level of expertise as a result of long-term performance of these duties, extensive training and education in human resources related areas. Specific skills include:

- Knowledge of a wide range of staffing and recruitment laws, Executive orders, regulations, policies, concepts, and practices
- Knowledge of reduction-in-force policies and procedures
- Knowledge of a wide variety of recruitment and placement concepts, principles, laws, regulations, and practices
- Skill in managing projects

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Senior Workers Compensation Specialist

The FPMI Associate may assist or provide overall program operations and provide policy guidance and direction to subordinate claims examiners for resolving novel or precedent setting issues, controversial interpretations of law, peculiar medical phenomena, and for developmental purposes as appropriate.

The Associate is a seasoned expert in the workers' compensation area and can provide assistance in the development of new operational policies, administrative regulations, and procedures consistent with overall OWCP policies and procedures, as required by new legislation, court decisions, audits, and other program needs.

Additional tasks that may be performed by the Associate include:

- Provide expert workers compensation advisory services to HR managers and staff on complex policy and program changes and makes recommendations for implementation.
- Provide leadership in developing techniques, criteria, procedural guidelines and other technical requirements for evaluation of workers compensation programs with special emphasis on cost effectiveness, program management and implementation.
- Identify Departmental program deficiencies and formulates strategies for resolving complex operational issues.
- Interpret workers compensation standards developed by DOL and Congress in light of current and potential impact on agency policies and employees.
- Coordinate the development of handbooks and other resource publications related to workers compensation to assess employee requests for evaluation for work-related injuries and to process claims submitted to the DOL.
- Research laws, rules, regulations, and precedents at the home agency and in other agencies to present approaches to far-reaching complex workers compensation problems.

Skill level: The FPMI Associate has expert knowledge of FECA and OWCP laws, regulations, and precedents decisions to direct an agency's workers compensation program. The typical Associate has performed this work at a senior operations or policy level and/or has managed the function supervising other employees performing this work.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors.

Staffing Specialist

The Associate provides support in staffing and related areas by performing the following, among other tasks:

- Provide staffing and placement services to on-site advisory centers.
- Coordinate with, and advise HR specialists located at the on-site advisory centers on issues involving recruitment and placement actions.
- Perform internal placement duties including conducting job analysis, preparing promotion and placement products, and issuing promotion and referral certificates.
- Perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran readjustment, reinstatement, and direct hire appointment authorities.
- Conduct job analyses on positions using research, interview, observation, and analytical techniques to gather, document, and analyze information to develop qualifications rating factors.
- Determine appropriate rating and ranking selective factors and develop crediting plans to assess varying degrees of job qualifications.
- Provide management with the widest range of flexibility for providing comprehensive staffing and placement services.
- Provide input to management on all recruitment and placement issues and recommend ways to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.

Skill level: The Associate performs this work as an employee, non-supervisory. The Associate has a background in staffing and placement and has a moderate level of expertise as a result of performance of these duties, training and education in human resources related areas.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.

Technical Executive Manager

This Senior Associate is able to manage technical projects performed by multiple teams of professionals in function review, business process re-engineering, enterprise architecture, and/or program and performance evaluation. The Technical Executive is responsible for all aspects of project management (i.e. technical, contractual, administrative, financial, etc.), including accomplishing work through subordinate supervising personnel. The Associate directs, organizes and assigns responsibilities to subordinates, manages the successful completion of all assigned tasks, orders and approves reports to

assess performance measures, and makes all final decisions on priorities and strategic operational efforts. This Associate makes final decisions on team staffing requirements and resources management. The Technical Executive performs high-level technical review of programs using engineering, IT, and scientific methods and interprets technical information for others.

The function review and integration services work requires the Associate to deal with highly technical work in multiple disciplines and to coordinate the work of functional units across the organization. The Associate may lead strategic planning and management efforts to lead the organization to an enhanced performance level and to improve overall economy, efficiency, and effectiveness of operations.

Skill level: The Associate has performed executive level tasks for major multifaceted programs and has directed development and operational efforts for scientific, engineering, or other technical areas that include planning, scoping, implementing, evaluating, and deciding on parameters and scope of significant business practices or operations. The Associate has long-term executive management experience and may be certified in project management. The Associate typically has a degree in the technical area related to the client program and may also have academic backgrounds and/or training in public administration, business administration, or a related discipline. The Associate is typically certified in project management.

Education/Experience: Bachelors degree + 6 years experience, or 10 years experience without bachelors

Video Producer

The Associate may provide support in the development and creation of video-based training materials. The Producer may assist in the design of the program to be recorded and is able to provide lighting, sound, and placement guidance to enhance the product.

Skill level: The Associate is well-versed in equipment requirements and camera operation and may provide support in the editing process. The Associate has training in state-of-the-art production methods and has performed audio-visual work at the full-performance level or higher.

Education/Experience: High School diploma or equivalent. Two years experience.

Writer

The Associate writes and edits reports, correspondence, news articles or design other publications to report on the work of the organization. Work may involve research and compiling of information needed to amplify material. The Associate prepares written material on issues related to the mission, policies, programs and initiatives of the organization. The Associate writes, gathers, develops and checks the accuracy of information by research and by interviews with subject matter experts.

Skill level: The Associate has experience that demonstrates application of principles, methods and knowledge of written communication through the effective use of grammar, spelling, punctuation, format and editorial markings; experience with computerized publication design and composition and ability to gather, assess, prioritize and write copy. The Associate typically has an academic and training background in the areas of writing, editing, language instruction, journalism and/or communications.

Education/Experience: Bachelors Degree + 3 years experience, or 6 years experience without bachelors.