

General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List

Advertising & Integrated Marketing Solutions (AIMS)

FSC GROUP 541 PART I

NAICS 541810, 541820, 541830, 541890, 541910, 541613

SINs: 541-1, 541-2, 541-4A, 541-5, 541-1000

Contract Number: GS-23F-0231N

Contract Period: May 8, 2003 through May 7, 2018

Porter Novelli Public Services, Inc.
1909 K Street, NW, Suite 400
Washington, DC 20006

Business Size: Large

Phone: (202) 973-5800

Fax: (202) 973-5858

Website: <http://www.porternovelli.com>

Through Modification PO-0008 dated 5/08/2013

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

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**CUSTOMER INFORMATION
CONTRACT GS-23F-0231N**

1a. Awarded Special Item Numbers (SINs)

SIN 541-1	Advertising Services
SIN 541-2	Public Relations Services
SIN 541-4A	Market Research and Analysis Services
SIN 541-5	Integrated Marketing Services
SIN 541-1000	Other Direct Costs

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract: N/A

1c. Labor Category Descriptions: See Section 2

2. Maximum order: \$1,000,000.00

3. Minimum order: \$ 100.00

4. Geographic coverage (delivery area): Porter Novelli Public Services, Inc. is capable of providing all services nationwide.

5. Point(s) of production (city, county, and State or foreign country): Washington DC

6. Discount from list prices or statement of net price: Prices are net of discounts

7. Quantity discounts: Not offered.

8. Prompt payment terms: Net 30

9a. Government Commercial Credit Card accepted below micropurchase threshold.

9b. Government Commercial Credit Card accepted above micropurchase threshold

10. Foreign items: None

11a. Time of delivery: Specific timing determined by the ordering agency.

11b. Expedited Delivery: Specific timing determined by the ordering agency.

11c. Overnight and 2-day delivery: Contact vendor.

11d. Urgent Requirements: Specific timing determined by the ordering agency.

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

13a. Ordering address(es): As indicated on quotation, or –

Porter Novelli Public Services, Inc.
Attn: Laura Wotycha
1909 K Street, NW, Suite 400
Washington, DC 20006
Fax: (202) 973-5858

**CUSTOMER INFORMATION
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13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. Payment address(es):

Via US Postal Service: Porter Novelli Public Services, Inc.
1838 Solutions Center
Chicago, IL 60677-1008

Via Commercial Carrier (ex. Fed Ex, UPS): PNC Bank
Attn: Porter Novelli Public Services # 1017300071
500 First Avenue
Pittsburgh, PA 15219

15. Warranty provision: None

16. Export packing charges: N/A

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): No Limit.

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

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

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

20a. Terms and conditions for any other services (if applicable) N/A

21. List of service and distribution points (if applicable). N/A

22. List of participating dealers (if applicable). N/A

23. Preventive maintenance (if applicable). N/A

24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants). N/A

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: www.Section508.gov/.

25. Data Universal Number System (DUNS) number: 828641642

26. Central Contractor Registration (CCR): Porter Novelli Public Services, Inc.'s information in the CCR database (now known as SAM.gov) is current and correct.

Labor Category Competencies

1. **ACCOUNT COORDINATOR**

Developing Excellence in Client Service

Focus on Clients

- knows account team key clients and deals with client requests / queries according to business demands
- identifies and anticipates client needs to add value to service, liaising with manager as appropriate
- applies client service standards in all interactions with clients and other internal / external contacts
- all client-focused activity is produced according to Client Service Principles
- understands impact of own work in client relationships

Understanding the Role of Media Skills

- Obtain relevant information relating to business needs (clients, company, interest group activities, etc.) on a regular basis by monitoring news media sources (print, broadcast, Internet)
- updates and maintains media lists
- compiles press kits
- under guidance of manager, pitches media with relevant information as required

Contributing to High Performing Teams

Working in Partnerships

- respects diversity, integrity, and dignity of all members of the team / office at all times
- understands team objectives and anticipates team needs
- supports and assists other members of the team to reach team goals
- develops partnerships with other parts of the business / key internal business contacts that contribute to overall team success
- identifies external supply vendors and develops partnerships to support the success of the team

Sharing Views and Ideas

- communication with all relevant staff is timely and appropriate at all times
- contributes and participates in team meetings, professional development activities, brainstorming etc. as required
- actively seeks and integrates views and opinions of others

Contributing to PNPS Business Success

Understanding the Business

- demonstrates understanding of PNPS and its businesses and clients

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- demonstrates understanding of local and company wide organizational goals
- demonstrates understanding of roles and responsibilities of different parts of PNPS outside immediate client team
- uses office / company resources effectively
- adheres to PNPS policies and procedures
- respects confidentiality of PNPS business and client specific information
- recognizes the impact of e-business on clients and PNPS business

Commitment to PNPS Values

- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in all aspects of work
- encourages and promotes PNPS values in others

Planning and Organizing

Implementing Effective Systems and Procedures

- creates files and records to monitor account team activity and support appropriate parts of the business
- maintains clip reports of client team activity
- produces and circulates information and reports as required in a timely and relevant manner
- clear and up-to-date records are maintained in accordance with office / company requirements
- uses existing PNPS office systems and procedures including financial systems appropriately
- co-ordinates travel schedules for the team to ensure efficient and effective use of resources
- assists in the organization of events as required

Planning and Monitoring

- plans logistical needs and demands for assignments where necessary and maintains clear client records and files
- prepares plans for projects / assignments to ensure achievement of business targets
- updates supervisor and other relevant staff on a regular basis about status of projects
- monitors own projects / assignments regularly to ensure activity is to plan
- evaluates workplace priorities and changing demands and adjusts plans according to business / client demands

Achieving Targets

- checks all work / correspondence to ensure incorporation of all relevant details and required quality standards

**LABOR CATEGORY DESCRIPTIONS
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- takes action to ensure achievement of agreed targets including monitoring vendor relationships
- identifies account team administrative needs and makes suggestions for appropriate action, revised / new systems / procedures
- supports entire team and required deadlines as directed recognizing urgent demands of client-driven environment

Excellence in Communication

Expressing and Eliciting Ideas

- selects communication methods, tools, and style most appropriate to need
- presents ideas and information, both written and oral, clearly and concisely
- uses tact and sensitivity in all communications
- provides regular feedback to supervisor and account team on project progress
- actively seeks and listens to others' views and ideas

Communicating to Support the Business

- confirms understanding of work requirements
- calls are received in a professional manner
- accurate, timely messages are passed to appropriate staff
- all business communication and correspondence is written in accordance with PNPS business standards

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Developing Creative Ideas

- contributes ideas and suggestions to brainstorming, team meetings, etc.
- seeks and recommends creative solutions to client / team dilemmas
- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in problem solving

Developing Solutions

- reviews current administrative procedures within the team regularly and makes proposals for improvements / solutions
- adopts new methods of working / new business practices to ensure solutions to problems
- assists others to find solutions

2. ASSISTANT ACCOUNT EXECUTIVE

Developing Excellence in Client Service

Developing Client Contact

- follows PNPS Client Service Principles in all contact with clients
- responds to client requests in a positive and timely manner

Delivering Quality Results

- produces client-focused materials / reports that consistently meet agreed internal and external standards and deadlines
- updates media, client, or key audience contact lists and other PR tools to ensure continued focus on needs of business
- updates supervisor and team members with trends, media coverage, interest group activities, etc. relevant to client activity

Contributing to High Performing Teams

Working in Partnerships

- respects diversity, integrity, and dignity of all members of the team at all times
- provides solutions and seeks to resolve team conflicts as appropriate
- understands team objectives and anticipates team needs
- supports and assists other members of the team to reach team goals
- develops partnerships with other parts of the business that contribute to team success

Sharing Views and Ideas

- actively seeks and integrates views and opinions of others
- contributes and participates in team activities e.g. brainstorming, team meetings, and professional development activities

Contributing to PNPS Business Success

Understanding the Business

- demonstrates understanding of PNPS and its businesses
- respects confidentiality of PNPS business and client specific information
- demonstrates understanding of local and company-wide organizational goals

LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N

- demonstrates understanding of roles and responsibilities of different parts of PNPS outside immediate client team
- uses office / company resources effectively
- adheres to PNPS policies and procedures
- understands the impact of e-business on PNPS business

Commitment to PNPS Values

- demonstrates and seeks to integrate PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in all aspects of work
- encourages and promotes PNPS values in others

Planning and Organizing

Ensuring Implementation

- plans logistical needs and demands for assignments where necessary and maintains clear client records and files
- prioritizes workload and client demands appropriately in accordance with manager's direction
- adjusts plans as needed to address changing priorities / client needs while maintaining quality

Achieving Targets

- regularly evaluates progress against assignments and takes action to ensure completion to targets, alerting supervisor and other relevant staff as appropriate
- undertakes assignments within project timescales and budgetary limits
- checks all work / correspondence to ensure incorporation of all relevant details and required quality standards

Excellence in Communication

Expressing and Eliciting Ideas

- selects communication tools and style most appropriate to need
- articulates ideas and views clearly both orally and in written form
- actively listens to and elicits the views of others as appropriate
- regularly updates supervisor and other team members regarding progress on projects
- all written communication (e.g. press materials, pitch letters, and other documents) reflect PNPS's writing standards (AP Stylebook) unless client requests alternative style / format
- demonstrates understanding of presentation techniques and tools and impact on audience
- uses awareness of diverse perspectives and demonstrates tact and sensitivity to needs of others in all communications

Developing Media Skills

- establishes contacts with members of the press and other relevant external organizations
- pitches media with relevant information as requested
- assists in development of media lists as required
- communicates media results to team and client as appropriate

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff from company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Developing Creative Ideas

- contributes ideas to brainstorming, team meetings, etc.
- seeks and recommends creative solutions to client / team problems or challenges
- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity

Developing Solutions

- actively seeks new ways to address problems / potential barriers to success, assists others to find solutions
- adopts new methods of working / PNPS business practices to ensure solutions to problems
- values new ideas and builds on the suggestions of others

Commitment to Professional Excellence

Developing Best Practice

- incorporates PNPS's Marketing-based PR approach into client-based activity and suggestions
- all client activity reflects required best practice standards
- applies learning from market research to client activity where appropriate
- uses all appropriate technology to support work – e.g. Excel, Access, research tools, Internet, PowerPoint, Word, etc.

Developing Market Awareness

- identifies and conducts opportunities for relevant research and to develop awareness of public opinion / trends including the impact of e-business, internationalization, media coverage, regulatory environment, etc.
- actively seeks opportunities to increase understanding of client / sector business
- uses wide range of sources including on-line resources for client research including media monitoring

3. ACCOUNT EXECUTIVE

Excellence in Client Service

Applying Market Awareness

- monitors press and other sources to identify competitors, interest group activities, products, and services in sector and possible impact on client
- updates team and client about trends on a regular basis

Developing Client Relationships

- maintains regular communication with key client contacts according to demands of individual clients
- seeks to identify client needs and develops proposals to enhance counsel to clients
- market / trend information is provided to 'add value' to client service
- participates in program / plan development with other team members
- Client Service Principles are integrated into all client activity
- proactively seeks opportunities for improvement / development of service and makes recommendations to manager

Delivering Quality Results

- provides status / progress reports on a regular basis
- plan objectives are achieved within agreed framework and timescales
- PNPS's Marketing-based PR approach is applied to all client activity
- achieves targets to required standards and deadlines

Contributing to High Performing Teams

Working in Partnerships

- respects diversity, integrity, and dignity of all members of the team at all times
- provides solutions and seeks to resolve team conflicts
- understands team objectives and anticipates team needs
- supports and assists other members of the team to reach team goals
- develops partnerships with other parts of the business that contribute to team success

Sharing Views and Ideas

- actively seeks and integrates views and opinions of others
- contributes and participates in team activities, e.g. brainstorms, team meetings, professional development activities
- communicates progress on a regular basis to other members of the team
- actively participates in team meetings, facilitating sessions when required

Contributing to PNPS Business Success

Understanding the Business

- demonstrates understanding of PNPS, and its businesses
- demonstrates understanding of and contribution to local and company-wide business goals
- demonstrates understanding of roles and responsibilities of different parts of PNPS outside immediate client team
- uses PNPS internal / external resources effectively
- adheres to PNPS policies and procedures appropriately
- understands the impact of e-business to PNPS business

Commitment to PNPS Values

- demonstrates and seeks to integrate PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in all aspects of work
- encourages and promotes PNPS values in others

Planning and Organizing

Planning and Implementing

- develops plans to ensure achievement of project goals to agreed standards
- identifies internal / external resources required to achieve goals
- highlights any potential difficulties to appropriate staff in a timely manner

Monitoring Progress

- monitors workload including budget allocations regularly to ensure achievement of agreed goals
- communicates progress against plans regularly

Achieving Targets

- re-evaluates and adjusts plans as required in light of changing client expectations and circumstances to ensure achievement of overall business objectives
- checks all work / correspondence to ensure incorporation of all relevant details and required quality standards
- completes assignments within project timescales and budgetary limits

Excellence In Communication

Expressing and Eliciting Ideas

- selects the communication tools appropriate to situation
- ideas and views are expressed articulately and clearly in all forms
- produces written communication in accordance with PNPS standards (AP Stylebook)
- listens actively and elicits views and ideas
- prepares effective presentations that reflect PNPS's Marketing-based PR approach
- presentation techniques demonstrate an awareness of impact on the audience
- uses awareness of diverse perspectives and demonstrates tact and sensitivity to needs of others in all communications

Developing Media Skills

- enhances and develops existing media relationships
- pitches media with relevant information as required
- identifies impact of media and potential value to client
- updates client and team with media results
- seeks opportunities to identify new media sources and channels to benefit client objectives

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Developing Creative Ideas

- values new ideas in others and seeks to introduce new approaches to client and office / team
- seeks to exceed client expectations with creative ideas
- actively participates in brainstorming sessions

Developing Solutions

- seeks and recommends creative solutions to client / team work

LABOR CATEGORY DESCRIPTIONS
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- identifies potential issues / problems and offers solutions and alternatives
- demonstrates PNPS's 5 I's of Imagination, Improvement, Irreverence, Initiative, and Integrity in problem solving

Commitment to Professional Excellence

Developing Best Practice

- incorporates PNPS's Marketing-based PR approach into client-based activity and suggestions
- all client activity reflects required best practice standards
- applies learning from market research to client activity where appropriate
- uses all appropriate technology and research tools to support work

Developing Market Awareness

- identifies and conducts opportunities for relevant research to develop awareness of public opinion / trends including the impact of e-business, internationalization, media coverage, regulatory environment, competitive intelligence, etc.
- identifies competitors, products, and services in sector and possible impact on client
- uses wide range of sources including on-line resources for client research

4. SENIOR ACCOUNT EXECUTIVE

Excellence in Client Service

Applying Market Awareness

- identifies client's competitors, products, and services in industry
- applies understanding of target audience and market / trends to client business including the impact of e-business and internationalization
- bases proposals for new programs and initiatives / new business on implications of market information
- updates team and senior staff on industry / interest group activities on consistent basis
- develops and recommends ideas for communications and plan

Developing Client Partnerships

- maintains regular contact with client
- actively listens to and evaluates client needs on a regular basis with team and client
- assists senior staff with program development geared towards client objectives
- proactively recommends new approaches and ideas to client issues

Delivering Quality Results

- provides status and updates on a timely basis

LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N

- achieves program / plan objectives within agreed framework and timescales
- applies PNPS's Marketing-based PR approach to all client activity
- integrates and applies PNPS Client Service Principles

Contributing to High Performance Teams

Working in Partnerships

- develops partnerships with other business units, internal and external clients, coalitions, and vendors, etc. to support team / company goals
- fulfills team / office goals in addition to personal and professional objectives
- leads by example to actively encourage and support team members while striving to meet team, client, and business objectives
- demonstrates reliability, accountability, and ownership by going the extra mile – works over and above the minimum needs to achieve team objectives
- respects the integrity, diversity, and dignity of all members of the team at all times
- identifies performance management concerns in team and highlights appropriately
- delegates tasks assignments as appropriate to maximize development opportunities for staff and achievement of targets

Sharing Views and Ideas

- seeks and integrates suggestions and ideas of others and contributes to group discussion
- shares and solicits information and ideas with the team and manager on a regular basis
- provides counsel and mentors junior team members
- seeks counsel from senior members of team for trouble shooting and resolution of workplace and client issues
- actively participates in all meetings including presenting ideas and seeking views of others

Contributing to PNPS Values

Understanding the Business

- draws in team members from all aspects of business as appropriate to task
- uses PNPS internal / external resources effectively
- adheres to PNPS policies and procedures
- understands PNPS, and its businesses
- understands local and company business goals and contribution to business objectives
- understands the impact of e-business and internationalization on PNPS business

Commitment to PNPS Values

- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in all aspects of work
- encourages and promotes PNPS values in others

Planning and Organizing

Planning and Implementing

- develops goals to achieve agreed project objectives
- identifies and secures internal / external resources required to achieve goals

Monitoring and Evaluation

- evaluates plans against objectives on a regular basis – not waiting until crisis surfaces or at end of assignment
- makes appropriate adjustments based on evolving circumstances
- raises concerns and challenges to the appropriate senior team member
- communicates progress both laterally and vertically

Achieving Targets

- achieves financial and strategic business and client targets and project goals
- achieves outcomes against communication strategy and plan
- communicates progress of all projects in a timely and effective manner both internally and with the client
- motivates and encourages other team members to ensure delivery

Excellence in Communication

Expressing and Eliciting Ideas

- selects communication tools that are appropriate and relevant to client business and objectives
- expresses ideas and views articulately and clearly in both oral and written form
- produces written communication in accordance with PNPS business standards (AP Stylebook)
- actively listens to and elicits views of others as appropriate
- demonstrates tact and sensitivity in interpersonal communication
- demonstrates an awareness of and sensitivity to a diversity of perspectives

Presenting with Style

- delivers effective, well-prepared marketing-based presentations to client
- confidently communicates and sells ideas, concepts, services, and products
- demonstrates poise and professional demeanor in all presentations including body language that supports communication, style, message, and team
- develops awareness of presentation techniques and impact on audience

Demonstrating Media Excellence

- enhances and broadens existing media opportunities and relationships
- in liaison with manager, identifies short and long-term impacts of possible media outreach
- acts as liaison with media representatives at client events
- under direction of manager, develops media strategy for specific events in accordance with client objectives
- shares media experience with other members of team

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Developing Creative Ideas

- values and encourages new ideas in others and seeks to develop ideas and introduce new approaches
- seeks and recommends creative solutions to client / team
- seeks to exceed client expectations with creative ideas
- participates in brainstorming sessions

Developing Solutions

- actively seeks ways to address barriers to success
- demonstrates PNPS's 5 I's of Imagination, Improvement, Irreverence, Initiative, and Integrity in problem solving at all levels
- identifies longer-term / broader implications of proposed solutions

Commitment to Professional Excellence

Developing Best Practices

- understands and seeks to enhance wide range of PR concepts and tactics
- all client activity reflects required 'best practice' standards

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- applies learning from market research to client activities where appropriate

Developing Market Awareness

- seeks opportunities to develop understanding of sector / industry relevant to client and profession
- monitors media to identify relevant industry / product information
- identifies competitors, products, regulatory environment, and public opinion / market trends that may impact client business

Managing Resources for Profitability

Identifying and Monitoring Resource Needs

- evaluates and identifies external and internal resources
- monitors and evaluates resources on a regular basis against plan and budget
- takes steps to ensure resources stay on target through flexible and creative solutions
- recognizes supervisory opportunities and shares development opportunities; seeks support / mentoring from manager

Achieving Goals within Resources

- proactively achieves quality results with appropriate use of financial and staff resources
- achieves goals agreed budget and resource allocations
- adjusts plans as appropriate in view of changing business objectives and demands of client

5. ACCOUNT SUPERVISOR

Developing Excellence in Client Service

Identifying Client Development Opportunities

- identifies client's competitors, products and services in industry and monitors media to identify relevant market information
- updates team and senior staff on industry activities on consistent basis
- identifies opinion leaders / interest group activities / coalitions to add value to client objectives
- proactively recommends new approaches and ideas to client issues based on understanding of market / trends of client business and target audience including the impact of e-business, internationalization, etc.

Building Client Relationships

- proactively maintains and develops contacts with client
- provides status / progress reports to client and manager on a timely basis
- evaluates client needs on a regular basis with team and client and identifies potential concerns to manager

LABOR CATEGORY DESCRIPTIONS
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- assists senior staff with program development geared towards client objectives
- develops and recommends communications ideas and programming

Delivering Quality Results

- achieves program / plan objectives within agreed framework, resources, and timescales
- assists in the development of appropriate program measurement tools / mechanisms based on client strategy and business objectives
- applies PNPS's Marketing-based PR approach to all client activity
- integrates and applies PNPS Client Service Principles to all work

Contributing to High Performing Teams

Working In Partnerships

- uses established partnerships with other PNPS business units to foster team collaboration
- oversees teams / office goals in addition to personal and professional objectives
- actively encourages and supports team members while striving to meet team, client, and business objectives
- demonstrates reliability, accountability, and ownership by going the extra mile – can do attitude and does
- seeks to maintain effective relationships within the team to achieve common goals
- demonstrates and promotes integrity, dignity, and diversity within the team at all times

Sharing Views and Ideas

- contributes to group discussions and encourages team participation by seeking and integrating suggestions and ideas of others
- shares information and ideas with the team and manager on a regular basis
- provides counsel and mentors junior team members
- seeks counsel from senior members of the team for trouble shooting and resolution of workplace and client issues
- actively participates in all meetings

Contributing to PNPS Business Success

Understanding the Business

- draws in team members from appropriate aspects of business to create extended teams as required
- understands internal and external resources of PNPS and uses them effectively
- adheres to PNPS policies and procedures in all business operations
- identifies implications of operational decisions on wider office / business
- understands PNPS, and its businesses

LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N

- understands local and company-wide business goals and how own business will contribute
- understands the impact of e-business and internationalization on PNPS and client business

Commitment to PNPS Values

- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity and seeks to integrate PNPS values into all aspects of work
- encourages and promotes PNPS values in others

Managing High Performing Teams

Promoting and Effective Team Environment

- promotes PNPS values among staff
- communicates with staff on a regular basis
- takes action to resolve team / individual conflicts
- encourages and motivates team to achieve team, client, and business objectives
- delegates tasks, assignments as appropriate to maximize development opportunities for staff and achievement of targets

Managing Performance

- provides on-going constructive feedback about performance
- conducts regular reviews with staff in accordance with PNPS performance management standards
- monitors activities to ensure achievement of team goals
- allocates assignments on the basis of understanding skills and potential

Developing Others

- coaches and mentors staff to support performance improvement
- supports professional development activities for team

Planning and Organizing

Planning and Implementing

- develops plans and goals to meet agreed project objectives
- identifies and secures internal / external resources required to achieve goals

Monitoring and Evaluating

- evaluates plans against objective on a regular basis – not waiting until crisis surfaces or at end of assignment
- makes appropriate adjustments based on evolving circumstances
- raises concerns and challenges to the appropriate senior team member
- communicates progress both laterally and vertically

Achieving Targets

- meets business and client targets both financially and strategically
- achieves outcomes against communication strategy and plan
- communicates progress on all projects in a timely and effective manner both internally and with the client
- motivates and encourages other team members to ensure delivery

Excellence in Communication

Expressing and Eliciting Ideas

- selects communication tools that are appropriate and relevant to client business and objective
- expresses ideas and views articulately and clearly
- produces written communication in accordance with PNPS business standards (AP Stylebook)
- actively listens to and elicits views of others as appropriate
- demonstrates tact and sensitivity in interpersonal communications at all times
- understands short and long-term impacts of all communication
- demonstrates an awareness of and sensitivity to a diversity of perspectives

Demonstrating Excellence I Presentation Skills

- delivers effective, well-prepared marketing-based presentations to client
- confidently communicates, influences, and sells ideas, concepts, services, and products
- demonstrates poise and professional demeanor in all presentations including body language that supports communication, style, message, and team
- enhances presentation techniques

Demonstrating Media Excellence

- enhances and broadens existing media relationships
- identifies short and long-term impacts of all media outreach
- counsels client regarding media relations strategy
- uses all available media sources to maximize impact with client

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Promoting Creativity

- values and encourages new ideas in others and seeks to introduce new approaches
- seeks and recommends creative approaches to team / client work
- seeks to exceed client expectations with creative ideas

Developing Solutions

- actively seeks ways to identify and address barriers to success
- integrates PNPS values in problem solving
- consistently analyzes problems to identify impact of solutions on all related business contacts both internal and external

Commitment to Professional Excellence

Developing Best Practice

- understands and applies wide range of PR concepts and tactics
- seeks opportunities to develop and enhance skills and applies best practice when appropriate

Developing and Applying Market Awareness

- identifies competitors, products, regulatory environment, public opinion / market trends, and media trends that may impact client and business
- suggestions for client development / improvement of client service reflect market / sector knowledge
- uses wide range of sources including on-line resources for client research

Managing Resources

Identifying and Monitoring Resource Needs

- evaluates and identifies external and internal resources needed to achieve goals
- monitors and evaluates resources on a regular basis against plan and makes recommendations to client and manager about adjustments to be made
- ensures resources stay on target through flexible and creative solutions

Achieving Goals within Resources

- achieves quality results with appropriate use of financial and staff resources
- establishes goals and upon budget, allocates resources

- adjusts plans as appropriate in view of changing plans / objectives

6. ACCOUNT MANAGER

Excellence in Client Services

Providing Strategic Counsel

- provides counsel to influence and impact client strategy with primary client contacts at a strategic level in client organization
- ensures that appropriate company best practice is an integral part of client projects and assignments
- applies advanced knowledge of PNPS's marketing-based PR approach to client business
- identifies opinion leaders / interest group activities / coalitions to add value to client objectives
- considers broader market sector, business trends and client's internal changes including the impact of e-business and internationalization

Developing Strategic Partnerships

- communicates in a proactive and relevant manner
- identifies and evaluates opportunities for improvement and development of service in partnership with clients
- develops initiatives to bring client expertise to PNPS
- develops client activity to add strategic value to client business beyond immediate scope of work
- maximizes opportunities to develop client relationships within the professional environment

Developing Quality Results

- develops and implements program measurement tools appropriate to client strategy and business objectives
- identifies and implements proactive opportunities for delivering value to client strategic plan
- monitors and evaluates performance of client-based activity to ensure achievement of results in accordance with PNPS Client Service Principles
- achieves program and business plan objectives within agreed financial resources and in accordance with PNPS client service standards

Leading High Performing Teams

Building Partnerships

- uses established partnerships with other business groups to foster team collaboration
- oversees teams and office goals in addition to personal and professional objectives

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- encourages and supports team members while striving to meet team, client, and business objectives
- demonstrates reliability, accountability, and ownership by going the extra mile.
- works beyond the minimum needs to achieve team objectives
- seeks to maintain effective relationships within the team to achieve common goals
- demonstrates and promotes integrity, dignity, and diversity within the team at all times

Creating an Effective Team Environment

- seeks and integrates suggestions and ideas of others and contributes to group discussions and encourages team participation
- shares information and ideas with the team and manager on a regular basis
- provides counsel to junior team members
- seeks counsel from senior members of the team for trouble shooting and resolution of workplace and client issues
- participates in all meetings
- draws in team members from appropriate business groups to create extended teams as required
- promotes PNPS values among staff
- communicates with staff on a regular basis
- takes action to resolve team and/or individual conflicts
- encourages and motivates team to achieve team, client, and business objectives
- delegates tasks, assignments as appropriate to maximize development opportunities for staff and achievement of targets

Developing Others

- provides on-going constructive feedback about performance
- conducts regular reviews with staff in accordance with PNPS performance management standards
- monitors activities to ensure achievement of team goals
- allocates assignments on the basis of understanding skills and potential
- coaches and mentors staff to support performance improvement
- supports professional development activities for team

Contributing to PNPS Business Success

Contributing to Company Growth/New Business Development

- understands internal and external resources of PNPS and uses them effectively
- adheres to PNPS policies and procedures in all business operations
- identifies implications of operational decisions on wider office business
- understands PNPS, and its businesses
- understands local and company-wide business goals and how client business will contribute

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- understands the impact of e-business and internationalization on PNPS and client business

Commitment to PNPS Values

- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity and seeks to integrate values into all aspects of work
- encourages and promotes PNPS values in others

Managing Finance and Resources for Profitability

- develops plans and goals to meet agreed project objectives
- identifies and secures internal / external resources required to achieve goals
- evaluates plans against objective on a regular basis – not waiting until crisis surfaces or at end of assignment
- makes appropriate adjustments based on evolving circumstances
- raises concerns and challenges to the appropriate senior team member
- communicates progress both laterally and vertically
- meets business and client targets both financially and strategically
- achieves outcomes against communication strategy and plan
- communicates progress on all projects in a timely and effective manner both internally and with the client
- motivates and encourages other team members to ensure delivery

Excellence in Communication

Using Communication for Strategic Advantage

- selects communication tools that are appropriate and relevant to client business and objective
- expresses ideas and views articulately and clearly
- produces written communication in accordance with PNPS business standards (AP Stylebook)
- listens to and elicits views of others as appropriate
- demonstrates tact and sensitivity in interpersonal communications at all times
- understands short and long-term impacts of all communication
- demonstrates an awareness of and sensitivity to a diversity of perspectives
- delivers effective, well-prepared marketing-based presentations to client
- communicates, influences, and sells ideas, concepts, services, and products confidently
- demonstrates poise and professional demeanor in all presentations including body language that supports communication, style, message, and team
- enhances presentation techniques

Applying Media Excellence

- enhances and broadens existing media relationships
- identifies short and long-term impacts of all media outreach
- counsels client regarding media relations strategy

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- uses all available media sources to maximize impact with client

Commitment to Learning and Development

Seeking Development

- participates in performance management process and pursues personal development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Promoting Creative Approaches

- values and encourages new ideas in others and seeks to introduce new approaches
- seeks and recommends creative approaches to team and client work
- seeks to exceed client expectations with creative ideas

Developing Solutions

- seeks ways to identify and address barriers to success
- integrates PNPS values in problem solving
- analyses problems to identify impact of solutions on all related business contacts both internal and external
- understands and applies wide range of PR concepts and tactics
- seeks opportunities to develop and enhance skills and applies best practice when appropriate

Commitment to Professional Excellence

Developing and Promoting Best Practice

- identifies competitors, products, regulatory environment, public opinion and market trends, and media trends that may impact client and business
- implements/suggests strategies for client development and/or improvement of client service that reflect market and sector knowledge
- uses wide range of sources including on-line resources for client research

Applying Strategic Market Awareness

- evaluates and identifies external and internal resources needed to achieve goals

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- monitors and evaluates resources on a regular basis against plan and makes recommendations to client and manager about adjustments to be made
- ensures resources stay on target through flexible and creative solutions
- achieves quality results with appropriate use of financial and staff resources
- establishes goals and upon budget, allocates resources
- adjusts plans as appropriate in view of changing plans and objectives

7. VICE PRESIDENT

Excellence In Client Service

Providing Strategic Counsel

- provides counsel and leadership to influence and impact client strategy; primary client contacts are at a strategic level in client organization
- ensures that appropriate company best practice is an integral part of client projects / assignments
- applies advanced knowledge of PNPS's Marketing-based PR approach to client business
- identifies opinion leaders / interest group activities / coalitions to add value to client objectives
- counsel takes account of broader market / sector, business trends, and client's internal changes including the impact of e-business and internationalization

Developing Strategic Partnerships

- client communication is proactive and relevant
- identifies and evaluates opportunities for improvement and development of service in partnership with client
- identifies opportunities to share client expertise and learning with PNPS
- develops client activity to add strategic value to client business beyond immediate brief
- maximizes opportunities to develop client relationship within the professional environment
- develops relationships throughout client organization

Delivering Quality Results

- develops and implements program measurement tools appropriate to client strategy and business objectives
- proactively identifies and implements opportunities for delivering value to client strategic plan
- constantly monitors and evaluates performance of client-based activity to ensure achievement of results in accordance with PNPS Client Service Principles
- achieves program / plan objectives within agreed financial / resources and to PNPS client service standards
- actively participates in client surveys and supports action plan development

Contributing To High Performing Teams

Building Partnerships

- plays an active part in office / practice initiatives / meetings by contributing to discussions and seeking and integrating suggestions and ideas of others
- actively seeks to build and develop alliances / partnerships with other linked parts of the business
- initiatives identified are not limited to office focus
- seeks opportunities to contribute to growth of practice on company-wide basis
- demonstrates and promotes integrity, dignity, and diversity at all times

Striving to Achieve Team Objectives

- shares information on a timely basis
- communication is effective beyond office boundaries
- encourages participation of all team members – actively seeks views and elicits ideas
- forwards own views and ideas with sensitivity to impact on others
- actively encourages and supports team members while striving to meet objectives
- demonstrates accountability, reliability, and ownership – ‘goes the extra mile’ to achieve team goals – can do attitude and does
- reinforces office and company goals in addition to personal / professional objectives

Contributing To PNPS Business Success

Contributing to Company Growth/New Business Development

- identifies new business potential of existing clients and implements plans to develop business
- identifies and evaluates investment needs of new business development potential against business returns
- meets new business growth targets
- seeks opportunities to grow practice / sector within companies strategic framework

Managing Finance and Resources for Profitability

- manages accounts for profit and in accordance with PNPS / office financial management systems including budget management, staff utilization, billing, etc.
- achieves business objectives such as revenue and profit growth targets through most efficient and effective use of resources
- establishes systems for monitoring and reviewing financial / business targets
- assists as necessary in the collection of accounts receivable
- reviews and evaluates internal and external resources on a regular basis to ensure that they continue to meet business objectives; ensures resources stay on-target through flexible and creative solutions

LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N

- maintains highest quality client programs and services while maximizing potential of resources

Participating in Company-wide Initiatives

- participates in cross company initiatives as required
- participates in cross-company new business opportunities
- participates in teams / professional development activities with a company-wide focus

Commitment to PNPS Values

- demonstrates and promotes commitment to PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity
- encourages PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity in all staff

Leading High Performing Teams

Creating an Effective Team Environment

- provides clear vision for team and identifies and communicates the impact of individual contributions on overall client / business objectives
- promotes dignity and respect among staff
- communication with relevant staff is timely and proactive
- creates teams / multi-level teams that maximize potential / contribution of all team members and that achieve successful outcomes
- takes timely action to resolve team / individual conflicts
- encourages achievement to meet team, client, and business objectives

Identifying and Retaining Talent

- takes action to understand motivators / needs of team
- regularly recognizes contributions and achievement of team / individual
- assists in developing strategies to retain key talent
- identifies staffing / recruitment needs and incorporates into business plans
- actively participates in PNPS recruitment practices to ensure PNPS standards are achieved

Developing Others

- acts as coach and mentor for members of the team
- proactively identifies and supports career and professional development needs of team within the business framework
- provides challenging assignments that encourage professional and personal development and initiative from team
- provides on-going constructive feedback about performance and conducts regular formal and informal reviews
- delegates activities as appropriate and seeks opportunities to empower staff and support their career development

Managing Projects/Assignments

Planning and Implementation

- project / assignment plans include clear objectives and outcomes that are communicated effectively
- resources are allocated effectively

Monitoring and Evaluation

- prioritizes workplace demands in accordance with business demands
- performance is monitored and success is evaluated in measurable and specific outcomes

Achieving Targets

- achieves business objectives with broad-based direction
- consistently achieves performance targets while managing multiple priorities

Excellence In Communication

Using Communication for Strategic Advantage

- selects communication tools and approaches that are relevant to business objectives
- express ideas and views articulately and clearly in both oral (including presentations) and written form; all written communication is in accordance with PNPS business standards
- presents ideas confidently and persuasively to increase impact and influence
- communication and presentation style takes account of impact of verbal and non-verbal communication
- represents the organization effectively through personal style and professional behavior
- actively elicits and listens to the views of others as appropriate
- demonstrates an awareness of and sensitivity to a diversity of perspectives
- demonstrates understanding of strategic impact of communication styles and messages
- uses effective negotiation skills to support interactions with others both internally and externally

Applying Media Excellence

- understands strategic impact of media and develops strategies to maximize returns for clients
- develops and enhances existing media relationships
- provides strategic input to client regarding media strategy to support business objectives

Commitment To Learning And Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships

Applying Learning

- seeks feedback and counsel from manager and all staff in company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination And Problem Solving

Promoting Creative Approaches

- actively seeks to develop new products and services for clients – seeks to exceed client expectations with creative ideas
- encourages creativity and diversity of ideas in team and seeks opportunities to incorporate and develop new ideas and ‘leading edge’ solutions

Developing Solutions

- incorporates PNPS values in ideas / solutions and all aspects of work
- gaps / problems in programs / projects are clearly identified and steps taken to ensure success
- takes account of both operational and strategic issues in problem-solving

Commitment To Professional Excellence

Developing and Promoting Best Practice

- promotes and demonstrates PNPS best practice in all professional activities
- participates in external professional activities to increase awareness of best practice / initiatives and to increase external visibility for company
- creates opportunities to ‘champion’ and disseminate expertise / best practice inside and outside of PNPS
- actively contributes to the development of best practice standards for office / agency

Applying Strategic Market Awareness

- business planning and client activity takes into account impact of regulatory environment, long-term market / sector / public opinion trends
- includes additional resources (other offices, specialties, operational teams, etc.) to develop appropriate initiatives over and above client expectations and original programs
- incorporates strategic market awareness into client program counsel and proposals
- resource planning takes account of strategic

8. SENIOR VICE PRESIDENT

Defining and Delivering Excellence in Client Service

Acting as a Strategic Partner

- provides counsel to define and influence client strategy at the highest levels within the client organization
- directs client communication strategy
- ensures that appropriate PNPS best practices and marketing-based PR approach are an integral part of client projects/assignments
- identifies all relevant market/sector business trends, interest group activities, coalitions, and client's internal environment including the impact of internationalization and e-business initiatives on client objectives
- provides strategic counsel beyond core program implementation
- develops initiatives to share client expertise and learning with PNPS
- maximizes opportunities to develop client relationship within the professional environment

Delivering Quality Results

- develops standards for service and delivery of results that are appropriate to client needs
- identifies and evaluates opportunities for improvement and development of service in partnership with client to add strategic value beyond original client objectives
- develops and implements program measurement tools appropriate to client strategy and business objectives
- identifies and implements proactive opportunities in delivering value to client's strategic plan
- monitors and evaluates performance of client-based activity to ensure results in accordance with PNPS Client Service Principles
- achieves program/plan objectives within budget and in accordance with PNPS client service standards

Contributing to High Performing Teams

Defining and Working in Partnerships

- demonstrates leadership in office and practice group initiatives and meetings.
- seeks and integrates suggestions and ideas from others during team discussions
- identifies and develops strategic alliances and partnerships with other business groups
- contributes to company-wide and group practice business growth
- encourages and supports team members while striving to meet business objectives
- demonstrates can do attitude, accountability, reliability, and project ownership to achieve team and company goals in addition to personal and professional goals
- demonstrates and promotes a commitment to integrity, dignity, and diversity at all times

Striving to Achieve Team Objectives

- shares information on a timely basis
- communicates in an effective manner across office practices
- encourages participation of all team members and actively seeks team members' views and ideas
- demonstrates sensitivity to impact views and ideas will have on others

Leading PNPS Business Success

Contributing to Company Growth and New Business Development

- identifies ways to expand new business potential for existing clients and implements plans to develop business
- identifies and evaluates investment requirements for new business development against business returns
- identifies and achieves new business growth targets necessary for PNPS's financial success
- seeks opportunities to grow group practice within company's strategic framework
- manages new business development activities for team
- identifies policy needs and recommends policy development to support changing business environment
- integrates new business practices into on-going team management

Leading and Contributing to Company-Wide Activities

- participates in company-wide initiatives and business opportunities as required
- participates in company-wide professional development activities
- demonstrates and promotes commitment to PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity

Managing Resources for Profitability

- manages accounts for profit and in accordance with PNPS financial management systems
- achieves business objectives, such as revenue and profit growth targets, through most efficient and effective use of resources
- establishes systems for monitoring and reviewing all resource and business targets
- reviews and evaluates internal and external resources on a regular basis to ensure continued achievement of business objectives
- demonstrates flexible and creative solutions in meeting business targets
- maximizes resources while maintaining highest caliber of client programs and services
- identifies and implements internal and external opportunities to maximize team value

Leading High Performance Teams

Creating an Effective Team Environment

- provides clear vision for team and communicates how individual and team performance contributes to achievement of business objectives in local and company-wide initiatives
- promotes dignity and respect among team members
- encourages PNPS values of Imagination, Improvement, Irreverence, Initiative, and Integrity within team
- communicates with team in a timely and proactive manner
- creates teams that maximize potential and contribution of its members
- takes action to resolve team and individual conflicts in a timely manner
- encourages team to ensure business, client and team objectives are met

Identifying and Retaining Talent

- understands team dynamics, needs and recommends retention strategies as appropriate
- recognizes contributions and achievements of team and individual members
- assists in developing strategies to retain key talent through company incentives and rewards programs
- identifies team staffing and recruitment needs, incorporates these needs into business plans for maximum strategic advantage to client and PNPS
- understands staffing market trends and seeks to identify and retain talent that position PNPS with the greater market advantage
- supports established recruitment practices to ensure PNPS standards are achieved

Developing Others

- acts as coach and mentor for staff
- monitors skills and competency requirements of staff
- recommends recruitment and performance strategies for staff

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- identifies and supports staff career and professional development needs within business framework
- provides challenging assignments that encourage professional development and personal initiative from staff
- provides on-going constructive feedback and conducts regular formal and informal performance reviews
- delegates activities as appropriate and seeks opportunities to empower staff and support their career development

Leading Projects and Assignments

Strategic Planning

- defines and prioritizes workplace concerns in accordance with business demands
- plans clear objectives and outcomes for project assignments
- allocates resources effectively
- communicates effectively

Monitoring and Evaluation

- monitors performance and evaluates project success through measurable and specific outcomes
- adjusts resources and plans in accordance with changing business requirements
- ensures project success

Achieving Targets

- understands strategic business direction
- manages multiple priorities effectively
- achieves performance targets and objectives

Excellence in Communication

Using Communication for Strategic Advantage

- selects communication tools and approaches that are relevant to business objectives regardless of audience location
- expresses clear, articulate ideas and views in both oral and written formats
- presents confident and persuasive ideas to increase impact and influence
- recognizes the impact of verbal and non-verbal communication and presentation
- represents the organization effectively through professional behavior and personal style
- elicits and listens to the views of others
- demonstrates an awareness of and sensitivity to diverse perspectives
- demonstrates an understanding of the strategic impact of communication styles and messages
- uses effective negotiation skills to support internal and external interactions with others

Applying Media Excellence

- understands strategic impact of media and develops strategies to maximize returns for clients
- develops and enhances existing media relationships for strategic advantage of client and PNPS
- implements methods to maximize enhanced media relationships within team and PNPS
- provides strategic input to client regarding media strategy to support business objectives

Commitment to Learning & Development

Seeking Development

- participates in performance management process
- pursues personal career development plan, participates in workplace professional development activities and mentoring programs
- uses stipend program to attend seminars, classes, and maintain professional memberships
- identifies professional development needs that will assist in meeting strategic business objectives

Applying Learning

- seeks feedback and counsel from manager and more senior staff to enhance skills
- evaluates personal performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace
- participates in performance management processes and pursues personal development plan
- pursues personal career development plan, participates in workplace professional development activities and mentoring programs

Imagination and Problem Solving

Promoting Creative Approaches

- incorporates PNPS values in ideas and solutions
- seeks to develop new products and services for clients and team
- encourages creativity and diversity of ideas in team and seeks opportunities to incorporate and develop new ideas and 'leading edge' solutions

Developing Solutions

- identifies gaps and problems in programs and/or projects and takes steps to ensure successful outcomes
- considers both operational and strategic issues in problem-solving

Commitment to Professional Excellence

Developing and Promoting Best Practice

- promotes and demonstrates PNPS best practice in all professional activities
- participates in external professional activities to expand awareness of best practices and industry initiatives, and to promote external visibility of PNPS
- creates internal and external opportunities to champion and share professional expertise and PNPS best practices
- contributes to the development of agency and office best practice standards

Applying Strategic Market Awareness

- ensures business planning and client activity consider the regulatory environment, long-term market and public opinion trends
- identifies trends and advises senior management team of business and strategic implications for office and company
- evaluates and considers business benefit of including other PNPS offices and initiatives in client program and strategy
- incorporates strategic market awareness in client program counsel and proposals
- considers strategic market needs in resource planning

9. Executive Vice President

Defining and Delivering Excellence in Client Service

Delivering Strategic Partnerships

- provides counsel to define and influence client strategy; primary client contacts are at highest level in client organization
- ensures senior counsel available in teams is appropriate to nature of client business and requirements
- counsel takes account of all relevant market / sector / political / business trends and client's internal changes including the impact of internationalization, e-business and clients own integrated marketing strategy
- ensures client communication strategy can be directly linked to counsel provided
- seeks opportunities to launch and extend key account management to strategic advantage of clients and PNPS
- strategic counsel provided by self and team extends beyond core program implementation
- develops initiatives to share client expertise and learning within PNPS
- maximizes opportunities to develop client relationship within the professional environment including introducing innovative financial models as appropriate
- recommends wider PNPS / PNI, DAS, Omnicom or non- Omnicom resources and partnerships as appropriate to ensure strategic advantage to client

Defining Standards

- analyzes market sector to proactively identify client service trends and implications for provision including pricing models, etc.
- develops standards for service and delivery of results that are appropriate to needs of client and PNPS business success
- works with clients to proactively identify service standards and implements programs to ensure delivery
- analyzes client survey results to confirm or redefine program delivery standards

Delivering Quality Results

- develops and implements program measurement tools appropriate to client's business objectives and strategy
- ensures best practices and Marketing-based PR approach are an integral part of client activity
- establishes and manages Client Service Excellence programs for business unit
- monitors and evaluates performance of client-based activity to ensure achievement of results in accordance with PNPS Client Service Principles
- proactively identifies and implements opportunities for improvement and development of partnership with client to deliver value beyond client's strategic plans
- achieves program / plan objectives within agreed financial / resources and to PNPS Client Service Principles
- retains clients of strategic advantage to PNPS
- nominates teams for internal and external award programs
- involves PNPS senior leadership in relationship development and account reviews

Contributing to High Performing Teams

Defining and Working in Partnerships

- demonstrates PNPS values of Imagination, Improvement, Irreverence, Initiative and Integrity; demonstrates and promotes dignity and diversity at all times
- leads office / practice / company initiatives and meetings; seeks and integrates suggestions and ideas of others and contributes to discussions
- identifies and develops alliances / partnerships with other parts of PNPS for national and global strategic advantage
- collaborates with others to identify, support and implement opportunities for growth of practice on company-wide basis
- reinforces and supports office and company goals in addition to personal / professional objectives

Striving to Achieve Team Objectives

- encourages participation of all team members and actively seeks views and elicits ideas
- shares information on a timely basis

LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N

- forwards own views and ideas with sensitivity to impact on others
- demonstrates accountability, reliability and ownership and ‘goes the extra mile’ to achieve team goals – can do attitude and does
- communication is effective and consistent across office boundaries
- actively encourages and supports team members while striving to meet objectives

Leading PNPS Business Success

Identifying Future Directions

- identifies and recommends client development, policy and product needs in light of changing business environment to promote PNPS national and global market leadership
- analyzes client’s market environment and develops recommendations for service and business delivery including e-business ‘leading edge’ solutions in view of projected market needs to maintain competitive advantage
- communicates and implements vision and strategy to team and company-wide as appropriate
- seeks opportunities to grow practice / sector within PNPS’s strategic framework
- identifies and implements opportunities to increase external visibility for strategic advantage of PNPS

Leading Participation in Company-wide Activities

- identifies, leads and / or participates in potential PNPS cross-company initiatives
- initiates, promotes and implements cross-company initiatives in own teams
- identifies and participates in cross-company national and global new business opportunities
- demonstrates and promotes commitment to PNPS values of Imagination, Improvement, Irreverence, Initiative and Integrity
- participates in teams / professional development activities with a company-wide focus

Leading Profitability and Growth

Managing and Evaluating Multiple Budgets

- ensures responsible investment of PNPS resources at all times
- establishes systems for monitoring and reviewing all resource / business targets
- reviews and evaluates internal and external resources on a regular basis to ensure that they continue to meet business objectives
- prepares and manages budgets for a variety of teams / range of service provision that maximize resource potential and balance business resources for continued service and people development
- ensures resources stay on target through flexible and creative solutions
- maximizes staff utilization levels by identifying staffing solutions across other practice areas as appropriate

Striving for Sustainable Profit

- maintains highest quality client programs and services while maximizing potential of resources
- achieves business objectives such as revenue and profit growth targets through most efficient and effective use of resources
- manages profit and loss of accounts in accordance with PNPS / office financial management systems

Leading New Business Development

- identifies new business potential of existing clients and implements business development plans
- identifies and achieves new business growth targets necessary for PNPS's financial success and strategic advantage
- identifies and evaluates new business development potential against business returns
- integrates new business practices into on-going management of teams and encourages transfer of new business best practice across practice boundaries

Leading and Developing High Performance Teams

Creating an Effective Team Environment

- provides clear vision for team and communicates how individual and team performance contributes to achievement of business objectives; encourages achievement of team, client and business objectives
- actively promotes PNPS values of Imagination, Improvement, Irreverence, Initiative and Integrity in all staff; promotes dignity and respect of all staff
- creates teams / multi-level teams to bring maximum strategic advantage to client and PNPS and to maximize potential / contribution of all team members
- communication with relevant staff is proactive and timely
- takes timely action to resolve team / individual conflicts
- ensures team is integrated into local and company-wide initiatives as appropriate
- identifies and implements opportunities to maximize value of team both internally and externally

Identifying and Retaining Talent

- identifies staffing / recruitment needs and incorporates into business plans
- works with HR function to propose and develop new recruitment initiatives
- takes account of market trends to position company for advantage when selecting staff
- actively participates in PNPS recruitment practices to ensure PNPS standards are achieved
- takes action to understand motivators / needs of team and recommends retention strategies as appropriate
- recognizes contributions and achievement of team / individual consistently

**LABOR CATEGORY DESCRIPTIONS
CONTRACT GS-23F-0231N**

- assists in developing strategies to retain key talent including rewards and incentives

Developing Others

- acts as coach and mentor for members of the team
- creates and implements PD activities / workshops to develop company-wide expertise
- monitors skill / competence requirements of staff in sector and recommends team recruitment and development needs
- proactively identifies and supports career and professional development needs of team within the national and international business framework
- provides on-going constructive feedback about performance and conducts regular formal and informal reviews in accordance with business practice
- delegates activities as appropriate and seeks opportunities to empower staff and support their career development
- provides challenging assignments that encourage professional and development initiative from team
- develops and agrees to development and succession plans for senior staff

Leading Multiple Projects

Strategic Planning

- analyzes market / business environment to define and prioritize workplace demands
- takes account of both longer term objectives and short term / operational targets in business plans and project activities
- includes clear objectives and outcomes in business plans and project activities and communicates plans effectively
- resources are allocated effectively

Monitoring and Evaluation

- establishes mechanisms to monitor performance against plans on a regular basis
- evaluates performance and determines success in measurable and specific outcomes
- adjusts resources and plans according to changing business demands while ensuring overall business success

Achieving Targets

- achieves strategies and objectives through understanding of strategic business direction
- consistently achieves performance targets while managing multiple priorities

Excellence in Communication

Using Communication for Strategic Advantage

- selects communication tools and approaches that are relevant to business objectives regardless of location of audience
- expresses ideas and views articulately and clearly in both oral (including presentations) and written form with all written communication in accordance with PNPS business standards
- presents ideas confidently and persuasively to increase impact and influence
- demonstrates understanding of impact of verbal and non-verbal communication in communication and presentations
- represents PNPS effectively through demonstrating personal style and professional behavior
- actively elicits and listens to the views of others while demonstrating an awareness of and sensitivity to a diversity of perspectives
- demonstrates understanding of strategic impact of own communication styles and messages
- uses effective negotiation skills to support interactions with others internally and externally

Applying Media Excellence

- understands strategic impact of media and develops strategies to maximize returns for clients
- develops and enhances existing media relationships for strategic advantage of client and PNPS
- implements methods to maximize enhanced media relationships within team and PNPS
- provides strategic input to client regarding media strategy to support client's business objectives

Commitment to Learning and Development

Seeking Development

- actively participates in performance management process and pursues own development plan
- participates in development activities in the workplace through PD sessions and mentoring programs
- uses stipend to attend seminars, classes, and professional memberships
- proactively identifies professional development needs to meet strategic business objectives

Applying Learning

- seeks feedback and counsel from manager and all staff from company to enhance skills
- evaluates own performance and identifies opportunities for improvement
- seeks opportunities to apply learning in the workplace

Imagination and Problem Solving

Promoting Creative Approaches

- incorporates PNPS values of Imagination, Improvement, Irreverence, Initiative and Integrity in ideas / solutions and all aspects of work
- actively seeks to develop new products and services for clients and team
- encourages creativity and diversity of ideas in team and seeks opportunities to incorporate and develop new ideas and ‘leading edge’ solutions

Developing Solutions

- identifies gaps / problems / opportunities in programs / projects and takes steps to ensure success
- takes account of both operational, strategic issues and opportunities in problem-solving

Commitment to Professional Excellence

Developing and Promoting Best Practice

- identifies and demonstrates PNPS best practice in all professional activities and seeks opportunities to embed best practice into daily team activity
- actively contributes to the development of best practice standards for office / agency
- participates in external professional activities to increase awareness of best practice / initiatives and to increase external visibility for company
- creates opportunities to ‘champion’ and disseminate expertise / best practice inside and outside the company

Applying Strategic Market Awareness

- business planning and client activity takes account of longer-term market / sector / political trends including global management and the new economy
- identifies impact of trends and develops proposals that take account of strategic implications for office and company as appropriate
- develops new products / client offerings that take account of strategic market trends
- actively seeks to include other offices / parts of the business in initiatives where this will be a benefit beyond immediate programs and strategy
- incorporates strategic market awareness into client program counsel and proposals
- resource planning takes account of strategic market needs

PRICE LIST

Contract Number GS-23F-0231N

SIN	Title
541-1	Advertising Services
541-2	Public Relations Services
541-4A	Market Research and Analysis
541-5	Integrated Marketing Services
541-1000	Other Direct Costs

Schedule of Charges <i>Schedule Number GS-23F-0231N</i>	
Labor Category:	Hourly Rates effective 5/07/13:
Partner	\$310.33
Senior Partner	\$310.33
Executive Vice President	\$279.29
Senior Vice President	\$232.24
Vice President	\$213.90
Account Manager	\$164.03
Account Supervisor	\$160.40
Senior Account Executive	\$138.94
Account Executive	\$102.57
Assistant Account Executive	\$97.83
Account Coordinator	\$75.37
Other Direct Costs	Markup = 13.75%

Hourly Rates are inclusive of 0.75% Industrial Funding Fee.

OTHER DIRECT COSTS

ITEM	UNIT	GSA Price
DATABASE		
Styles Database: Per Item Fee	Per Survey Item	\$ 1,197.00
Base Fee	Base fee for 0 to 4 items. Base Fee waived with 5 or more items.	\$ 4,987.40
Compass/Strategy Summit	Strategy Plan	\$ 22,443.30
Recovery of In House Services		
Phone - Local	minute	\$ 0.31
Phone - Long Distance	minute	\$ 0.45
Fax	page	\$ 2.10
Copies	page	\$ 0.17
Color Copies-Xerox	page	\$ 0.70
Color Copies-Cannon 1120	1-20 pages	\$ 3.50
Color Copies-Cannon 1120	21-49 pages	\$ 2.10
Color Copies-Cannon 1120	50 or more pages	\$ 1.40
MAC Computer Time	hour	\$ 17.46
VHS Dubbing	tape	\$ 10.47
Media Placement Costs*	Per Task	\$ 7,103,215.00
Other Direct Costs*	Per Task	
Photographic Services	Per Task	\$ 94,200.00
Printing	Per Task	\$ 161,000.00
Audio/Video Production	Per Task	\$ 305,400.00
Graphics Design	Per Task	\$ 8,300.00
Editorial	Per Task	\$ 60,500.00
Focus Groups, including Participant	Per Task	\$ 117,800.00
Research Fees	Per Task	\$ 132,500.00
Couriers, Postage, etc.	Per Task	\$ 100,700.00
Spokespersons	Per Task	\$ 51,400.00
Conference Costs	Per Task	\$ 15,400.00
Radio Media Tour	Per Task	\$ 18,200.00
Video News Release	Per Task	\$ 39,500.00
Satellite Tour	Per Task	\$ 20,200.00
Talent	Per Task	\$ 33,900.00

**CUSTOMER INFORMATION
CONTRACT GS-23F-0231N**

* These are the maximum rates that can be charged to an agency. Lower rates can be quoted. A quote exceeding this amount will require a modification to the contract. A markup of no greater than 13.75% is allowed on the cost of the ODC. Markup is inclusive of 0.75% IFF.

For more information about our rates or the GSA Schedule Services, please contact one of the following at Porter Novelli Public Services:

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