



Palladian Partners, Inc.
AN ALTARUM COMPANY

**AUTHORIZED FEDERAL SUPPLY SERVICE
THE PROFESSIONAL SERVICES SCHEDULE (PSS)
Advertising & Integrated Marketing Solutions (AIMS)**

**GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE**

CONTRACT NUMBER: GS-23F-0270L
CONTRACT PERIOD: August 23, 2016–August 22, 2021
CONTRACT ADMINISTRATOR: MS. BETH MALONEY
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BUSINESS SIZE: LARGE

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Pricelist current through Modification No. PO-0014, Effective 8/23/2016

Products and ordering information in this Authorized FSS Information Technology Schedule Pricelist are also available on the GSA Advantage! System. Agencies can browse GSA Advantage! by accessing the Federal Supply Service's Home Page via the Internet at <http://www.gsaadvantage.gov/>

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**SPECIAL NOTICE TO AGENCIES:
Small Business Participation**

SBA strongly supports the participation of small business concerns in the Federal Supply Schedules Program. To enhance Small Business Participation SBA policy allows agencies to include in their procurement base and goals, the dollar value of orders expected to be placed against the Federal Supply Schedules, and to report accomplishments against these goals.

For orders exceeding the micro-purchase threshold, FAR 8.404 requires agencies to consider the catalogs/pricelists of at least three schedule contractors or consider reasonably available information by using the GSA Advantage!™ on-line shopping service (www.fss.gsa.gov). The catalogs/pricelists, GSA Advantage!™ and the Federal Supply Service Home Page (www.fss.gsa.gov) contains information on a broad array of products and services offered by small business concerns.

This information should be used as a tool to assist ordering activities in meeting or exceeding established small business goals. It should also be used as a tool to assist in including small, small disadvantaged, and women-owned small businesses among those considered when selecting pricelists for a best value determination.

For orders exceeding the micro-purchase threshold, customers are to give preference to small business concerns when two or more items at the same delivered price will satisfy their requirement.

INFORMATION FOR ORDERING OFFICES

1a. Awarded Special Item Numbers

SIN	Recovery	SIN Description
541 1	541 1RC	Advertising Services - Provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups and engage in recruitment campaigns. Services include, but are not limited to the following components: advertising objective determination, message decision / creation, media selection, outdoor marketing and media services, broadcast media (radio, TV and public service announcements), direct mail services, media planning, media placement services, advertising evaluation, related activities to advertising services. NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.
541 4C	541 4C	Exhibit Design and Implementation Services - Services provided under this SIN include making all necessary arrangements for exhibits in various venues (museums, malls, tradeshow, etc.) as may be required. Services include, but are not limited to the following components: conceptualizing, designing and producing exhibits and their accompanying materials, providing and/or making recommendations for carpet and padding installation for exhibit property; preview, set-up and dismantling of exhibit property, cleaning, prepping and storing exhibit property for future use, shipping exhibit property to and from designated site(s); and media illumination services. NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.
541 5	541 5RC	Integrated Marketing Services - Services provided under this SIN include offering a complete solution that collectively integrates the various services provided separately under the other SINs. Services include, but may not be limited to the following components: creation of comprehensive solutions using strategically targeted marketing plans that include full service execution of media planning and creative multimedia campaigns. Comprehensive solutions include services available separately under SINs: 541 1 Advertising Services, 541 2 Public Relations Services, 541 3 Web Based Marketing Services and 541 4 Specialized Marketing (i.e. SIN 541 4A through SIN 541 4G). Contractors must demonstrate the capabilities to provide services normally associated with an integrated marketing campaign (Market Research, Conference Planning, etc.). NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers. This paragraph does not apply to no cost contracting arrangement(s).
541 1000	541 1000RC	Other Direct Costs (ODCs) are expenses other than labor hours - All ODCs proposed must be directly related and only purchased in conjunction with advertising & integrated marketing services offered under the 541 SIN group. Possible ODCs may include such items such as subcontract labor, audio/visual equipment, facility rental, commercial production, media costs, booth space rental, etc. NOTE: Special Instructions: The work performed under SIN 541 1000 shall be associated with the 541 SIN group, which is limited to advertising & integrated marketing services. Other Direct Costs shall be an integral part of the total advertising & integrated marketing solution offered and shall not be the primary purpose of the work ordered. Other Direct Costs may only be ordered in conjunction with, or in support of, supplies or services purchased under the 541 SIN group. Offerors will be required to provide additional information to support a determination that proposed Other Direct Costs are commercially offered in support of one or more of the Advertising & integrated Marketing SIN(s) on the PSS Schedule. NOTE: Travel and per diem are not considered Other Direct Costs and will be addressed at the Task Order level. NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

1b. Lowest Priced Model: Not Applicable

1c. Hourly Rates: See pricelist pages 12 - 14.

2. Maximum Order: Each schedule contract has an established maximum order threshold. This threshold represents the point where it is advantageous for the ordering office to seek a price reduction. A delivery that exceeds the maximum order may be placed under the Schedule contract in accordance with FAR 8.404. The threshold for each of the SINS is identified below:

SINs 541-1; 541-4C; 541-5; 541-1000 \$1M Per Order

3. Minimum Order: \$100.00

4. Geographic Area: 48 contiguous states, the District of Columbia, Alaska, Hawaii, and the Commonwealth of Puerto Rico.

5. Point of Production: Silver Spring, MD 20910 (Montgomery County)

6. Discounts: Prices shown herein are NET Prices; Basic discounts have been deducted.

7. Quantity Discounts: None offered

8. Prompt payment: Net 30 Days

9a. Government Purchase Cards: Accepted at or below the micro-purchase threshold.

9b. Government Purchase Cards: Accepted at or above the micro-purchase threshold.

10. Foreign Items: Not Applicable

11a. Time of Delivery: Negotiated with Ordering Agency

11b. Expedited Delivery: Negotiated with Ordering Agency

11c. Overnight and 2-day delivery: Negotiated with Ordering Agency

11d. Urgent Requirements: Negotiated with Ordering Agency

12. FOB Point: Destination

13a. Ordering address: Palladian Partners
8484 Georgia Avenue, Suite 400
Silver Spring, MD 20910

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment Address: Palladian Partners
8484 Georgia Avenue, Suite 400
Silver Spring, MD 20910

- | | | | |
|------|---|-------------------------------|---|
| 15. | Warranty provision: | Standard Commercial Warranty. | |
| 16. | Export Packing charges: | Not Applicable | |
| 17. | Terms and conditions of Government purchase card acceptance: | | Government Commercial Credit Cards will be acceptable for payment. In addition, bank account information for wire transfer payments will be shown on the invoice. |
| 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 indicating date of parts price lists and any discounts from list prices: | | Not Applicable |
| 20a. | Terms and conditions of any other service: | | Not Applicable |
| 21. | List of service and distribution points: | | Not Applicable |
| 22. | List of participating dealers: | Not Applicable | |
| 23. | Preventive maintenance: | Not Applicable | |
| 24a. | Special attributes such as environmental attributes: | | Not Applicable |
| 24b. | Section 508 Compliance: | Not Applicable | |
| 25. | DUNS: | 961413028 | |
| 26. | SAM: | Registered and active in SAM | |

USA COMMITMENT TO PROMOTE SMALL BUSINESS PARTICIPATION PROCUREMENT PROGRAMS

PREAMBLE

Palladian Partner, Inc. provides commercial products and services to the Federal Government. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

COMMITMENT

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrates our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business to supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in Federal Government contracts. To accelerate potential opportunities please contact Ms. Beth Maloney, (301) 650-8660, BMALONEY@PALLADIANPARTNERS.COM.

BPA NUMBER _____

**(CUSTOMER NAME)
BLANKET PURCHASE AGREEMENT**

Pursuant to GSA Federal Supply Schedule Contract Number(s) _____, Blanket Purchase Agreements, the Contractor agrees to the following terms of a Blanket Purchase Agreement (BPA) EXCLUSIVELY WITH (Ordering Agency):

(1) The following contract items can be ordered under this BPA. All orders placed against this BPA are subject to the terms and conditions of the contract, except as noted below:

MODEL NUMBER/PART NUMBER	*SPECIAL BPA DISCOUNT/PRICE
_____	_____
_____	_____

(2) Delivery:

DESTINATION	DELIVERY SCHEDULE/DATES
_____	_____
_____	_____

(3) The Government estimates, but does not guarantee that the volume of purchases through this agreement will be _____.

(4) This BPA does not obligate any funds.

(5) This BPA expires on _____ or at the end of the contract period, whichever is earlier. (6) The following office(s) is hereby authorized to place orders under this BPA:

OFFICE	POINT OF CONTACT
_____	_____
_____	_____

(7) Orders will be placed against this BPA via Electronic Data Interchange (EDI), FAX, or paper.

(8) Unless otherwise agreed to, all deliveries under this BPA must be accompanied by delivery tickets or sales slips that must contain the following information as a minimum:

(a) Name of Contractor; (b)

Contract Number;

(c) BPA Number;

(d) Model Number or National Stock Number (NSN); (e)

Purchase Order Number;

(f) Date of Purchase;

(g) Quantity, Unit Price, and Extension of Each Item (unit prices and extensions need not be shown when incompatible with the use of automated systems; provided, that the invoice is itemized to show the information); and

(h) Date of Shipment.

(9) The requirements of a proper invoice are specified in the Federal Supply Schedule contract. Invoices will be submitted to the address specified within the purchase order transmission issued against this BPA.

(10) The terms and conditions included in this BPA apply to all purchases made pursuant to it. In the event of an inconsistency between the provisions of this BPA and the Contractor's invoice, the provisions of this BPA will take precedence.

BASIC GUIDELINES FOR USING CONTRACTOR TEAM ARRANGEMENTS

Federal Supply Schedule Contractors may use “Contractor Team Arrangements” (see FAR 9.6) to provide solutions when responding to a customer agency requirements.

These Team Arrangements can be included under a Blanket Purchase Agreement (BPA). BPAs are permitted under all Federal Supply Schedule contracts.

Orders under a Team Arrangement are subject to terms and conditions or the Federal Supply Schedule Contract.

Participation in a Team Arrangement is limited to Federal Supply Schedule Contractors. Customers should refer to FAR 9.6 for specific details on Team Arrangements.

Here is a general outline on how it works:

- The customer identifies their requirements.
- Federal Supply Schedule Contractors may individually meet the customer’s needs, or -
- Federal Supply Schedule Contractors may individually submit a Schedules “Team Solution” to meet the customer’s requirement.
- Customers make a best value selection.

Advertising & Integrated Marketing Solutions (AIMS) Pricing

Special Item Numbers: 541-1/541-1RC - Advertising Services

541-4C/541-4CRC - Exhibit Design and Implementation Services

541-5/541-5RC - Integrated Marketing Services

Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Domestic or Overseas	8/23/2016 - 8/22/2017
3D Designer Specialist	Bachelors	1	Domestic Only	\$66.65
Administrative Assistant 1	High School	0	Domestic Only	\$51.31
Administrative Assistant- On Call	High School	0	Domestic Only	\$46.58
Artist	Bachelors	0	Domestic Only	\$51.66
Assistant Web Developer	Bachelors	2	Domestic Only	\$56.22
Communications Associate 1	Bachelors	1	Domestic Only	\$67.82
Communications Associate 2	Bachelors	3	Domestic Only	\$91.75
Communications Associate 3	Bachelors	5	Domestic Only	\$97.17
Communications Expert/Social Marketer	Bachelors	3	Domestic Only	\$201.76
Conference Director	Bachelors	10	Domestic Only	\$90.00
Consultant Writer 1	Bachelors	0	Domestic Only	\$75.44
Consultant Writer 2	Bachelors	3	Domestic Only	\$118.57
Consultant Writer 3	Bachelors	7	Domestic Only	\$133.78
Consultant Writer 4	Bachelors	9	Domestic Only	\$140.49
Corporate Conference Monitor	Bachelors	12	Domestic Only	\$128.28
Corporate Task Order Monitor	Bachelors	12	Domestic Only	\$186.38
Database Coordinator 1	High School	0	Domestic Only	\$40.01
Database Coordinator 2	High School	0	Domestic Only	\$47.27
Database Coordinator 3	High School	0	Domestic Only	\$58.30
Database Specialist 1	Bachelors	3	Domestic Only	\$140.13
Database Specialist 2	Bachelors	4	Domestic Only	\$344.92
Deputy Project Manager	Bachelors	5	Domestic Only	\$90.90
Digital Media Associate	Bachelors	0	Domestic Only	\$79.64
Digital Media Producer 1	None	2	Domestic Only	\$87.95
Digital Media Producer 2	None	4	Domestic Only	\$100.42
Director of Conference Services	Bachelors	10	Domestic Only	\$146.99
Director of Digital Media	Bachelors	5	Domestic Only	\$160.33
Distribution Mail Clerk1	None	1	Domestic Only	\$40.01
Distribution Mail Clerk2	None	0	Domestic Only	\$41.81
Editor 1	Bachelors	1	Domestic Only	\$61.27
Editor 2	Bachelors	3	Domestic Only	\$74.17
Editorial Consultant	Bachelors	3	Domestic Only	\$64.67
Editorial Consultant 1	Bachelors	5	Domestic Only	\$103.00
Editorial Project Coordinator 1	Bachelors	5	Domestic Only	\$96.08
Evaluation Specialist	Bachelors	3	Domestic Only	\$194.02
Evaluation/Topic Specialist	Bachelors	6	Domestic Only	\$194.02
Event Marketer	Bachelors	3	Domestic Only	\$86.22
Event Planner/Facilitator	Bachelors	8	Domestic Only	\$86.22
Executive Project Manager	Bachelors	12	Domestic Only	\$186.38
Financial Manager	Bachelors	6	Domestic Only	\$111.10
Graphic Artist	Bachelors	3	Domestic Only	\$78.69
Graphic Designer 1	Bachelors	6	Domestic Only	\$91.81
Graphic Designer 2-a	Bachelors	7	Domestic Only	\$99.18
Graphic Designer 2-b	Bachelors	8	Domestic Only	\$107.79
Graphic Designer 3	Bachelors	10	Domestic Only	\$150.91
HTML/Web Software Specialist	None	0	Domestic Only	\$129.35
Interactive Designer Specialist	Bachelors	1	Domestic Only	\$65.53
Journal Managing Editor	Bachelors	7	Domestic Only	\$162.81
Junior Consultant Rapporteur	Bachelors	2	Domestic Only	\$75.44
Junior Editor	Bachelors	0	Domestic Only	\$58.18

Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Domestic or Overseas	8/23/2016 -8/22/2017
Junior Meeting Planner 1	High School	0	Domestic Only	\$41.81
Junior Meeting Planner 2	High School	0	Domestic Only	\$47.26
Junior Writer	Bachelors	1	Domestic Only	\$91.57
Lead Meeting Planner	Bachelors	4	Domestic Only	\$81.00
Logistics Coordinator	High School	0	Domestic Only	\$55.78
Logistics Coordinator 1	High School	1	Domestic Only	\$58.30
Logistics Coordinator 2	High School	2	Domestic Only	\$63.36
Marketing Analyst	Bachelors	3	Domestic Only	\$194.02
Materials Development Writer	Bachelors	5	Domestic Only	\$104.89
Meeting Assistant	High School	0	Domestic Only	\$41.82
Meeting Facilitator	Bachelors	6	Domestic Only	\$258.69
Meeting Planner 1	Bachelors	1	Domestic Only	\$56.00
Meeting Planner 2	Bachelors	1	Domestic Only	\$63.82
Meeting Team Leader	Bachelors	3	Domestic Only	\$67.65
Mid-Level Project Manager	Bachelors	9	Domestic Only	\$82.55
Production/Distribution Manager	High School	2	Domestic Only	\$65.62
Program Manager	Bachelors	10	Domestic Only	\$106.43
Project Manager	Bachelors	7	Domestic Only	\$90.90
Project Outreach Coordinator	Bachelors	5	Domestic Only	\$95.39
Proofreader	Bachelors	0	Domestic Only	\$47.27
Proofreader 1	Bachelors	2	Domestic Only	\$56.99
Proofreader 2	Bachelors	3	Domestic Only	\$68.74
Public Education Specialist	Bachelors	3	Domestic Only	\$194.02
Rapporteur	Bachelors	10	Domestic Only	\$118.57
Reference Checker	High School	0	Domestic Only	\$49.08
Senior Consultant Rapporteur	Bachelors	10	Domestic Only	\$129.35
Senior Consultant Writer	Bachelors	5	Domestic Only	\$129.35
Senior Editor	Bachelors	7	Domestic Only	\$80.54
Senior Graphic Designer	Bachelors	8	Domestic Only	\$101.21
Senior Graphic Designer 1	Bachelors	10	Domestic Only	\$110.22
Senior Managing Editor Science Journal	Bachelors	3	Domestic Only	\$196.61
Senior Meeting Planner 1	Bachelors	4	Domestic Only	\$65.62
Senior Meeting Planner 2	Bachelors	6	Domestic Only	\$72.63
Senior Meeting Planner 3	Bachelors	8	Domestic Only	\$84.48
Senior Production Manager	High School	3	Domestic Only	\$74.36
Senior Program Manager	Bachelors	12	Domestic Only	\$158.69
Senior Project Manager	Bachelors	10	Domestic Only	\$117.45
Senior Rapporteur	Bachelors	10	Domestic Only	\$104.89
Senior Science Writer 1	Bachelors	5	Domestic Only	\$125.02
Senior Scientist/Project Director	Masters	9	Domestic Only	\$156.34
Senior Web Designer	Bachelors	7	Domestic Only	\$371.88
Senior Web Developer	Bachelors	6	Domestic Only	\$134.59
Senior Web Developer 1	Bachelors	6	Domestic Only	\$160.33
Senior Web Developer 2	Bachelors	8	Domestic Only	\$176.38
Senior Web Writer	Bachelors	5	Domestic Only	\$104.89
Senior Writer/Editor	Bachelors	5	Domestic Only	\$104.89
Special Consultant Researcher	Bachelors	5	Domestic Only	\$61.59
Task Order Leader	Bachelors	3	Domestic Only	\$70.85
Task Order Leader 1	Bachelors	4	Domestic Only	\$72.67
Task Order Leader 2	Bachelors	5	Domestic Only	\$74.36
Web Administrator 1	None	1	Domestic Only	\$47.26
Web Administrator 2	None	3	Domestic Only	\$65.62
Web Administrator 3	None	5	Domestic Only	\$371.88
Web Content Specialist	Bachelors	2	Domestic Only	\$92.72
Web Content Strategist 1	Bachelors	3	Domestic Only	\$135.12
Web Content Strategist 2	Bachelors	5	Domestic Only	\$140.80
Web Database Specialist 1	High School	0	Domestic Only	\$140.13

Labor Category	Minimum Education / Certification Level	Minimum Years of Experience	Domestic or Overseas	8/23/2016 - 8/22/2017
Web Database Specialist 2	High School	0	Domestic Only	\$344.92
Web Designer	Bachelors	3	Domestic Only	\$97.01
Web Developer	Bachelors	4	Domestic Only	\$116.00
Web Developer 1	Bachelors	6	Domestic Only	\$125.30
Web Graphic Designer 1	Bachelors	1	Domestic Only	\$97.01
Web Graphic Designer 2	Bachelors	3	Domestic Only	\$140.13
Web Production Artist 1	Bachelors	1	Domestic Only	\$78.69
Web Production Artist 2	Bachelors	3	Domestic Only	\$91.81
Web Site Architect 1	Bachelors	1	Domestic Only	\$278.92
Web Site Architect 2	Bachelors	3	Domestic Only	\$325.39
Web Writer	Bachelors	2	Domestic Only	\$97.01
Word Processor	High School	0	Domestic Only	\$52.86
Word Processor 1	High School	0	Domestic Only	\$52.53
Word Processor 2	High School	0	Domestic Only	\$61.09
Writer 1	Bachelors	2	Domestic Only	\$98.82
Writer 2	Bachelors	4	Domestic Only	\$102.70
Writer and Senior Editor	Bachelors	5	Domestic Only	\$80.54

Other Direct Costs: SIN 541-1000/541-1000RC

Other Direct Costs	Price Per invoice Maximum
AV Equipment	\$60,537.02
AV Technician	\$7,200.39
Consultants	\$15,768.75
Courier	\$3,035.30
Food & Beverage	\$154,773.91
L.D. Telephone	\$393.82
Materials & Supplies	\$16,681.56
Meeting Room Rental	\$23,760.00
Misc. Meeting-Related Costs	\$876.05
Miscellaneous Costs	\$4,760.85
Postage/Express Mail	\$1,180.28
Poster Board Rental	\$5,561.00
Printing and Reproduction	\$32,584.41
Teleconferencing	\$2,205.45
Temporary Services	\$2,320.00
Transcription	\$4,773.30
Translation/Interpreting Services (incl. interpreting/translating services, equipment, and related costs)	\$10,295.95
Videoconferencing Services (per site/1 day)	\$1,908.00
Per Diem, Long Distance Travel, mileage reimbursement, and honoraria will conform to prevailing Federal rate plus Palladian's customary burden and GSA's IFF	N/A

Labor Category Descriptions

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
3-D Designer Specialist	Produces three-dimensional designs for print, animation, and Web products, as well as traditional two-dimensional designs. Collaborates with graphic designers in the design and layout of publications and assists with the development of Web products and sites.	<ul style="list-style-type: none"> • Produce three-dimensional designs, illustrations, and animation • Produce layout of publications and campaign and educational materials according to established guidelines • Design Web sites • Conduct research for photographs and stock art • Provide special effects, such as animation or illustration • Correct graphic files according to editors' and proofreaders' marks • Prepare and submit files for printing • Check printers' proofs 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • One to three years of graphic experience and/or a student portfolio that demonstrates a strong command of design principles and outstanding execution • Demonstrated ability to provide special services or support research needs • Knowledge of professional graphic design software such as Adobe Acrobat, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Adobe Flash, and Adobe After Effects
Administrative Assistant 1	Works with project staff to provide administrative and business operations and support to government or commercial programs. Duties and responsibilities include but may not be limited to the following list, and depending on the project may include some or all of the items listed.	<ul style="list-style-type: none"> • Sort and distribute mail • Prepare packages/envelopes for mailings • Post mail • Make copies • Collate materials • Prepare meeting materials • Enter payments for processing • Order supplies • Stock supplies • Distribute supplies and materials • Verify contact information • Arrange for courier and other vendor services • Collate binders, slides, and other briefing materials • Keep logs or tracking lists 	<ul style="list-style-type: none"> • A high school diploma or equivalent • Willing to be trained • Able to lead the work of other administrative assistants
Administrative Assistant–On Call	Works with project staff to provide administrative and business operations and support to government or commercial programs. Duties and responsibilities include but may not be limited to the following list, and depending on the project may include some or all of the items listed.	<ul style="list-style-type: none"> • Sort and distribute mail • Prepare packages/envelopes for conferences or mail • Post mail • Make copies • Collate materials • Prepare meeting materials • Enter payments for processing • Other clerical duties as needed 	<ul style="list-style-type: none"> • A high school diploma or equivalent • Willing to be trained • Be available for on-call work as needed or according to an on-call schedule
Artist	Assists with the layout and production of publications and materials.	<ul style="list-style-type: none"> • Assist with layout and design of publications using templates and established guidelines • Correct files under the supervision of the senior graphic artists • Assist with preparing files for printing • Assist with checking bluelines and proofs • Order, organize, and store graphic supplies 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent experience • Basic knowledge of desktop publishing software such as Adobe Acrobat, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Assistant Web Developer	Assists with conceptualizing, creating and implementing Web pages, Web sites, and documents for the Web.	<ul style="list-style-type: none"> • Assist with design, development, and implementation of Web applications • Assist with the presentation and marketing-related features on a Web site • Help to combine graphics and applications depending on specifications from client • Work in either a front-end or back-end environment, depending on specialization 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline, or equivalent experience • Two years' experience overall, with one year showing specific Web-based skill(s) • Experience with HTML, JavaScript, Perl, Photoshop, and Flash • Ability to explain work, approach, concepts, and final product in simple language to clients

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Communications Associate 1	Assists company managers and corporate officers by providing a wide array of project and contract management support.	<ul style="list-style-type: none"> • Coordinate the writing, editing, design, and production of print products and Web sites • Write and edit fact sheets, press releases, presentations, brochures, and Web content • Collaborate with other staff members, consultants, and clients • Liaise with vendors • Contribute to business development and corporate marketing efforts • Assist on special projects 	<ul style="list-style-type: none"> • Bachelor's degree • One year of experience working on health, education, social science, or life science publications and Web sites • Outstanding writing, editing, and proofreading skills • Ability to organize complex projects and keep them on deadline • Natural customer service mentality and experience working directly with clients • Advanced Microsoft Office skills
Communications Associate 2	Assists company managers and corporate officers by providing a wide array of project and contract management support.	<ul style="list-style-type: none"> • Coordinate the writing, editing, design, and production of print products and Web sites • Write and edit fact sheets, press releases, presentations, brochures, and Web content • Collaborate with other staff members, consultants, and clients • Liaise with vendors • Assist with the development of task budgets • Contribute to business development and corporate marketing efforts • Assist on special projects 	<ul style="list-style-type: none"> • Bachelor's degree • Three years' experience working on health, education, social science, or life science publications and Web sites • Outstanding writing, editing, and proofreading skills • Ability to organize complex projects and keep them on deadline • Natural customer service mentality and experience working directly with clients • Advanced Microsoft Office skills
Communications Associate 3	Assists company managers and corporate officers by providing a wide array of project and contract management support.	<ul style="list-style-type: none"> • Coordinate the writing, editing, design, and production of print products and Web sites • Write and edit fact sheets, press releases, presentations, brochures, and Web content • Collaborate with other staff members, consultants, and clients • Liaise with clients and vendors • Develop task budgets • Contribute to business development and corporate marketing efforts • Assist on special projects 	<ul style="list-style-type: none"> • Bachelor's degree • Extensive knowledge of government contracts • Five years' experience working on health, education, social science, or life science campaigns, publications, and Web sites; a master's degree substitutes for two years' experience • Three years of government contracting experience • Outstanding writing, editing, and proofreading skills • Ability to organize complex projects and keep them on deadline • Natural customer service mentality and experience working directly with clients • Advanced Microsoft Office skills
Communications Expert/Social Marketer	Develops strategic communications plans and educational and outreach efforts designed to educate the public about progress in biomedical research and evidence-based health information. Also performs a wide range of social marketing and public communications tasks, as requested.	<ul style="list-style-type: none"> • Meet with clients to discuss program goals and objectives • Identify specific objectives for public education or public awareness efforts • Develop public education campaigns or initiatives based on communications and social marketing and previous successful efforts and based on client needs and program mission • Identify, review, evaluate, and formulate appropriate messages and strategic communications efforts, focusing on those that best meet the project objectives • Oversee implementation of plans as requested • Assist in the analysis, identification, and dissemination of nationwide, state, regional, and local scientific, health, and medical news • Include consideration of evaluation components of plan and subsequent testing 	<ul style="list-style-type: none"> • Bachelor's degree or higher in public health education, communications, or related field • At least three years' experience with public health education, communications, and/or social marketing initiatives, preferably in a public relations or agency environment • Knowledge of biomedical science research initiatives and/or public health education issues and theory • Experience applying above knowledge specifically for Federal agencies • Ability to write and implement plans that respond to client requirements

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Conference Director	Serves as head of the conference department and is responsible for conference, meeting, workshop, and special event planning. Oversees the work of the conference staff and participates as senior planner for meetings. Has extensive knowledge of conference planning, logistical support, and contract negotiation.	<ul style="list-style-type: none"> • Oversee conference planning assignments • Manage conference staff and resources • Assist in budget and fiscal monitoring • Negotiate contracts and review all contracts under negotiation by staff • Oversee travel support for speakers and participants • Select and reserve facilities • Provide registration and meeting support on-site • Oversee writing and editing of conference materials including abstracts, agendas, and address lists • Supervise pre- and post-meeting mailings • Ensure maintenance of main conference database • Oversee new database creation and maintenance 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent experience • Ten years of applicable experience in conference planning, task order management, and budget and fiscal monitoring. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Extensive knowledge of conference and event planning and contract negotiations as well as word processing and database applications
Consultant Writer 1	Under supervision of senior staff, contributes to production of educational and promotional materials for technical and lay audiences. Assists with larger publications and creates material for smaller projects.	<ul style="list-style-type: none"> • Oversee and perform editorial tasks, including substantive editing, copyediting, and proofreading, on larger publications • Research, develop, and write promotional and educational material for smaller projects • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than five years • Zero to two years of experience in science and medical writing • Familiarity with scientific terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Consultant Writer 2	Under supervision of senior staff and project managers, creates promotional and educational materials for technical and lay audiences.	<ul style="list-style-type: none"> • Research, develop, and write promotional and educational materials using established guidelines • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than five years • Three years' experience in science and medical writing, or a master's degree plus one year of experience, or a Ph.D. plus six months' experience • Familiarity with scientific terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Consultant Writer 3	Under supervision of senior staff and project managers, creates promotional and educational materials for technical and lay audiences. Also serves as rapporteur for scientific meetings.	<ul style="list-style-type: none"> • Research, develop, and write promotional and educational materials using established guidelines • Attend and report on scientific meetings • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than seven years • Seven years' experience in science and medical writing, or a master's degree plus two years' experience, or a Ph.D. plus one year of experience • Familiarity with scientific terms and various styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Consultant Writer 4	Under supervision of senior staff and project managers, creates promotional and educational materials for technical and lay audiences. Also serves as rapporteur for scientific meetings.	<ul style="list-style-type: none"> • Research, develop, and write promotional and educational materials using established guidelines • Attend and report on scientific meetings, often serving as the lead among several writers • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than nine years • Nine years' experience in science and medical writing, or a master's degree plus four years' experience, or a Ph.D. plus two years' experience • Familiarity with scientific terms and various styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Corporate Conference Monitor	Oversees project managers and meeting planning staff for all Palladian conference and meeting planning services. Provides corporate-level leadership and supervision for all conference and meeting planning tasks and contracts. Responsible for compliance with contract requirements and for ensuring invoices are accurate. Has extensive knowledge of conference planning, logistical support, and contract negotiation.	<ul style="list-style-type: none"> • Oversee conference planning assignments • Manage conference staff and resources • Initiate start-up of new contract activities • Assist in budget and fiscal monitoring • Negotiate contracts and review all contracts under negotiation by staff • Formulate corporate policy 	<ul style="list-style-type: none"> • Bachelor's degree • Twelve years of applicable experience in conference planning, task order management, staff supervision, and budget and fiscal monitoring. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Extensive knowledge of conference and event planning and contract negotiations • Experience in peer-review and advisory board support or similar high-level agency support
Corporate Task Order Monitor	Oversees project managers in providing all Palladian services, including but not limited to graphic design and production, writing and editorial support, and conference support, to Federal agencies for producing publications and marketing and educational materials for technical and lay audiences. Materials include but are not limited to patient and professional education materials, research summaries, reports, manuals, newsletters, fact sheets, brochures, exhibits, collateral and other marketing materials, Web pages and sites, and peer-reviewed scientific manuscripts. Services include conference and database support, social marketing, and related professional expertise.	<ul style="list-style-type: none"> • Identify and assign staff according to the requirements of each project • Chair planning meetings • Serve on peer-review and advisory boards • Secure and manage business contracts • Oversee corporate and administrative activities for Palladian • Formulate corporate policy • Oversee marketing and public relations • Oversee budget development and management • Oversee purchase and maintenance of office equipment and project resources 	<ul style="list-style-type: none"> • Bachelor's degree in related field, or equivalent experience of not less than four years in relevant field • Twelve years of communications and/or Federal agency support experience, plus not less than five years of project management experience. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Experience in peer-review and advisory board support or similar high-level agency support • Extensive knowledge of software for Web design, word processing, database, and desktop publishing software, among others • At least eight years of management support on large multi-task projects
Database Coordinator 1	Assists database coordinator 2 in maintaining applicant and participant databases.	<ul style="list-style-type: none"> • Collect information regarding participants and applicants • Enter information into database • Check information for accuracy 	<ul style="list-style-type: none"> • High school diploma or equivalent • Some knowledge of database software
Database Coordinator 2	Under the supervision of the senior meeting planners and conference director, keeps participant and application databases updated.	<ul style="list-style-type: none"> • Collect and assemble information on applicants or participants and enter it into the appropriate database • Check database information for accuracy • Identify database problems and research solutions 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Familiarity with database software and Internet search engines

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Database Coordinator 3	With minimal supervision, keeps participant, application, and other project databases updated.	<ul style="list-style-type: none"> • Collect and assemble information on applicants or participants and enter it into the appropriate database • Check database information for accuracy • Identify database problems and research solutions 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Familiarity with database software and Internet search engines • At least one year of database entry experience
Database Specialist 1	Under the direction of a project manager, program manager, or database specialist 2, develops a plan and selects appropriate software for database projects that meet client expectations; carries out plan and implements database; maintains databases and troubleshoots problems.	<ul style="list-style-type: none"> • Meet with project or program manager to review project purpose and goals • Meet with client to review how database will be used within the overall project • Create a plan for developing the database, including fields and variables • Select the appropriate software • Ensure compatibility with client software and/or database uses • Assist with budget development, when needed • Oversee implementation of database • Provide database maintenance services 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or equivalent experience • Three to five years of database development experience • Knowledge of cutting edge and traditional database software • Proven ability to meet client needs and expectations • Ability to converse without jargon so that client understands steps and progress • Ability to problem solve and to meet deadline requirements • Ability to merge database work with Internet uses and technologies • Ability to maintain database
Database Specialist 2	Under the direction of a project manager or program manager, develops a plan and selects appropriate software for database projects that meet client expectations; carries out plan and implements database; maintains databases and troubleshoots problems.	<ul style="list-style-type: none"> • Meet with project or program manager to review project purpose and goals • Meet with client to review how database will be used within the overall project • Create a plan for developing the database, including fields and variables • Select the appropriate software • Ensure compatibility with client software and/or database uses • Assist with budget development, when needed • Oversee implementation of database 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or equivalent experience • Four to six years of database development experience • Knowledge of cutting edge and traditional database software • Proven ability to meet client needs and expectations • Ability to converse without jargon so that client understands steps and progress • Ability to problem solve and to meet deadline requirements • Ability to merge database work with Internet uses and technologies
Deputy Project Manager	Under supervision of Senior Project Manager, Mid-Level Project Manager, or corporate officer, manages projects appropriate to experience level. Makes recommendations for matching staff to needs of the project, develops production timelines and schedules, and monitors status of development of all products and delivery of all services under designated project. Monitors quality control and quality assurance procedures and outcomes. Coordinates design and production of publications and educational and marketing materials and Web products, and/or conference support per assignments and maintains contact with client.	<ul style="list-style-type: none"> • Manage projects appropriate for experience level • Assist in managing larger projects when needed • Assist in task assignment and quality control • Develop and manage production timelines and schedules • Assist in coordinating all phases of production of publications and graphics • Oversee staff and consultant writers, graphic designers, graphic artists, and editors • Oversee training of staff • Assist with development of project budget estimates and management of task order plans • Assist Senior Project Manager with business development as needed • Oversee layout design, graphics, and production of publications and other materials • Serve as primary contact with project clients • Plan, write, and edit copy for print or the Web 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in specific field, such as writing and editing, or equivalent experience of no less than four years • Five years' specific field experience, including editing and publications coordination, with two years' management level or other leadership or task coordination experience. A master's degree substitutes for one year of experience; a Ph.D. substitutes for three years' experience. • Extensive knowledge of needed terms and various styles, such as American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with Section 508 compliance for Web content • Familiarity with appropriate word processing and presentation software, such as Microsoft Word, Microsoft PowerPoint, and Adobe Acrobat

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Digital Media Associate	Under the guidance of senior-level staff, provides support to range of interactive communications tasks including webinar support, video post-production, video captioning, social media updates and maintenance, accessibility remediation of PDFs and other Web-based materials, Web site content updates, task coordination, and research activities in support of projects.	<ul style="list-style-type: none"> • Complete tasks within Web communications project under direction of project manager; these can include updating Web sites, webinar assistance, social media support, presentation development assistance, and converting files to Section 508 compliant files • Ensure Section 508 compliance of completed communications products; this can include conversion of files as well as quality control checking of converted files • Complete research tasks as assigned • Support digital media post-production tasks including integration of transcripts and quality control testing 	<ul style="list-style-type: none"> • Hands-on experience with Adobe Acrobat, other office applications (including Microsoft Office), and either HTML or a Web content management tool • Practitioner of social media • Bachelor's degree with relevant experience from either an internship or demonstrable hands-on project experience in undergraduate studies
Digital Media Producer 1	With direction from senior staff, provides hands-on video pre-production, production, and post-production support, including shooting, editing, captioning, and media integration.	<ul style="list-style-type: none"> • Contribute to storyboard development and video production • Go to client sites and tape events and interviews • Complete video post-production tasks, such as editing footage and converting video to appropriate media 	<ul style="list-style-type: none"> • Two to three years of hands-on professional experience in all aspects of creative video pre-production, production, and post-production • One to two years of Mac-based video editing and production experience • Comprehensive understanding of technical aspects of video production, including site setup, shooting techniques, high definition storage requirements, and all aspects of post-production
Digital Media Producer 2	With limited direction, provides hands-on video pre-production, production, and post-production support, including shooting, editing, captioning, and media integration. With limited direction, provides hands-on video pre-production, production, and post-production support, including shooting, editing, captioning, and media integration.	<ul style="list-style-type: none"> • Plan, manage, and execute storyboarding and video production • Manage all aspects of on-site shooting, from equipment rental to contracting freelance technical specialists • Work with content specialists and subject matter experts to refine scripts and storyboards • Work with digital designers to develop original imagery for animation sequences • Complete video post-production tasks, such as editing footage and converting film to appropriate media • Supervise digital media associate activities, such as captioning and transcription 	<ul style="list-style-type: none"> • Four to five years of hands-on professional experience in all aspects of creative video pre-production, production, and post-production • Two to three years of Mac-based video editing and production experience • Comprehensive understanding of all aspects of video production, including talent selection and creative direction, producing, interviewing, on-site shooting techniques, high definition storage requirements, and all aspects of post-production
Director of Conference Services	Serves as head of the conference department and is responsible for overseeing managers and meeting planning staff for all Palladian conference and meeting planning services. Has extensive knowledge of conference planning, logistical support, and contract negotiation. Responsible for compliance with contract requirements and for ensuring invoices are accurate. Provides leadership and oversight on larger, more complex conferences and events.	<ul style="list-style-type: none"> • Oversee conference planning assignments • Manage conference staff and resources • Assist in budget and fiscal monitoring • Negotiate contracts and review all contracts under negotiation by staff • Review reimbursement forms and invoices for accuracy and adherence to the Federal Travel Regulation • Assist in negotiating facility contracts and review contracts • Ensure accuracy and maintenance of conference management tool • Train and monitor new staff • Initiate start-up of new contract activities • Formulate corporate policy 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent experience • CMP or CGMP certification • Ten years of applicable experience in conference planning, task order management, and budget and fiscal monitoring. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Extensive knowledge of conference and event planning and contract negotiations as well as word processing and database applications • Applicable knowledge using conference management software • Experience planning events with over 1,000 participants

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Director of Digital Media	In close collaboration with clients, conceptualizes and directs video and digital animation projects. Identifies key stakeholders and talent, as well as strategic opportunities, and provides creative direction to designers and video production team. With a supporting project manager, ensures all deliverables are met on time and within budget, and that the team adheres to best practices and quality assurance standards.	<ul style="list-style-type: none"> • Work with client and subject matter experts to understand audience and key messages, as well as any event-specific opportunities • Provide creative direction for digital video, animation, and DVD products • Identify and acquire appropriate staffing and resources to support pre-production, production, and post-production • Oversee technical, administrative, and creative staff • Develop and monitor project budgets 	<ul style="list-style-type: none"> • Bachelor's degree in film, digital design, or a related communications field, or equivalent experience of no fewer than four years of relevant work experience • Five to seven years of applicable experience in a deadline-driven, creative production role • Ability to plan strategically and to lead teams in the execution of project plans • Extensive knowledge of word processing, spreadsheet, and project management software • Extensive knowledge of video pre-production, production, and post-production tools and methodologies • Ability to handle multiple task areas • Ability to manage multidisciplinary teams
Distribution/Mail Clerk 1	Assists distribution/mail manager in reproducing, assembling, and mailing conference materials.	<ul style="list-style-type: none"> • Copy conference materials • Assemble conference materials and prepare them for mailing, under supervision • Perform other clerical duties as needed 	<ul style="list-style-type: none"> • One to two years of applicable experience • Some knowledge of Web-based databases • Willingness to be trained
Distribution/Mail Clerk 2	Assists distribution/mail manager in reproducing, assembling, and mailing conference materials; helps to organize mailings, handles postage, and arranges couriers.	<ul style="list-style-type: none"> • Copy materials • Assemble materials and prepare them for mailing • Monitor the postage machine • Monitor the paper supply • Handle the postage and couriers as needed • Perform other clerical duties as needed 	<ul style="list-style-type: none"> • Zero to two years of applicable experience • Ability to follow directions • Willingness to be trained
Editor 1	Provides editorial services for publications, and assists senior editors and project managers with project coordination.	<ul style="list-style-type: none"> • Provide copyediting and proofreading support for Web and print publications • Help coordinate freelance artists and proofreaders • Perform photo research and assist with other aspects of layout design • Verify references 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field, or bachelor's in substantive field with writing and editing experience • Familiarity with scientific terms and styles including American Medical Association, Chicago, and U.S. Government Printing Office • One to three years of writing and editing experience • Familiarity with Microsoft Office; some knowledge of desktop publishing and graphics software
Editor 2	Provides editorial and project management services for publications and educational materials. Coordinates with project managers and senior editors to manage production of assigned publications.	<ul style="list-style-type: none"> • Provide and coordinate copyediting and proofreading support • Monitor revisions made by graphic designers, graphic artists, and word processors • Serve as contact for client project manager • Verify references • Provide some substantive editing of documents for both technical and lay audiences 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field, or bachelor's in substantive field with writing and editing experience • Familiarity with scientific terms and styles including American Medical Association, Chicago, and U.S. Government Printing Office • Three to five years of writing and editing experience • Familiarity with Microsoft Office and some knowledge of desktop publishing and graphics software
Editorial Consultant	Provides editorial expertise in needed areas, such as copyediting, proofreading, and checking of blueines as well as developing style sheets and guidelines for the development of publications and training others to follow the guidelines and style sheets.	<ul style="list-style-type: none"> • Copyedit text per client specifications and Paldadian standards • Train others to provide same copyediting skills • Proofread text against original or against final manuscript if in blueine or final stage • Develop guidelines or style sheets for publication per agency needs • Train others to follow guidelines • Provide ad hoc editorial support 	<ul style="list-style-type: none"> • Bachelor's degree or higher in journalism or related field • At least three years of experience with editorial projects • Knowledge of U.S. Government Printing Office, American Psychological Association, and other major style conventions • Experience with publication or document guidelines and style sheets • Ability to copyedit and proof with minimal errors (less than 2%)

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Editorial Consultant 1	Provides editorial expertise in needed areas, such as copyediting, proofreading, and checking proofs, as well as developing style sheets and guidelines for the development of publications and training others to follow the guidelines and style sheets. Also conceptualizes publications, provides guidance regarding production steps and timelines, and performs quality-control checks.	<ul style="list-style-type: none"> • Copyedit text per client specifications and Paldadian standards • Train others to provide same copyediting skills • Proofread text against original or against final manuscript if proof or final stage • Develop and implement publication production plans • Develop guidelines or style sheets for publication per agency needs • Train others to follow guidelines • Provide ad hoc editorial support 	<ul style="list-style-type: none"> • Bachelor's degree or higher in journalism or related field • At least five years of experience with editorial projects • Knowledge of U.S. Government Printing Office, American Psychological Association, American Medical Association, and other major style conventions • In-depth knowledge of publication production • Ability to copyedit and proofread with minimal errors (less than 2%)
Editorial Project Coordinator 1	Coordinates the writing, editing, proofreading, design, and/or production of print and online communications products, including newsletters, reports, fact sheets, brochures, program books, posters, and Web sites. Creates and monitors editorial and production schedules.	<ul style="list-style-type: none"> • Coordinate the work of editorial and graphic design staff members in the development and production of communications products • Communicate with clients and ensure that requested revisions to communications products are made • Develop and monitor editorial and production schedules • Create style sheets and enforce editorial style • Ensure the overall quality of communications products • Provide writing, editing, and proofreading support 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism or bachelor's degree in a substantive field • Five years' experience coordinating the development and production of print and/or online communications products • Five years' experience writing and/or editing • Experience developing and monitoring publication schedules • Familiarity with major editorial styles (e.g., Associated Press, American Medical Association, American Psychological Association, U.S. Government Printing Office)
Evaluation/Topic Specialist	Working with conference director and/or program manager, meets with client to identify presentation issues or evaluation processes for meetings, workshops, and conferences vis-à-vis the identified goals.	<ul style="list-style-type: none"> • Meet with client • Identify topical issues and/or evaluation processes • Meet with conference director to map out needed resources and staff • Revise plan to accommodate client needs and keep within budget • Prepare for presentation or evaluation; document plan • Give presentation/conduct evaluation • Submit report on event activities and outcome 	<ul style="list-style-type: none"> • An advanced degree in relevant area (e.g., statistics, immunology, neuroscience, health communications, criminal justice) • Six to eight years of directly applicable experience • Significant, demonstrated knowledge in area of expertise
Evaluation Specialist	Provides expertise in qualitative and quantitative evaluation specifically for health-related programs and initiatives, or related ones, such as education or technical assistance projects.	<ul style="list-style-type: none"> • Meet with client to identify program goals and objectives • Identify specific objectives related to evaluation for outreach and/or public education efforts • Develop evaluation plans based on client needs and program mission and outcomes • Revise plans based on client feedback • Oversee implementation of plans as requested • Assist with identifying appropriate staff for plan implementation • Help with developing budgets and identifying needed resources • Include both long-term and short-term evaluation goals in plans 	<ul style="list-style-type: none"> • Bachelor's degree or higher in statistics or related evaluation field • At least three years of experience with evaluation efforts • Knowledge of statistics and various models for conducting evaluations with initiatives in the public sector • Experience applying above theory specifically in the health field • Ability to write and implement plans that respond to client requirements
Event Marketer	Working with conference director and/or program manager, meets with client to conceptualize, plan, and market special events, such as trade shows, health fairs, business forums, community meetings, and so on. Oversees the assignments of all staff, consultants, and vendors called in for special assignments related to the marketing effort.	<ul style="list-style-type: none"> • Meet with client • Plan marketing phases, including all steps and timelines • Meet with conference director to map out needed resources and staff • Revise plan to accommodate client needs and keep within budget • Facilitate media coverage • Evaluate coverage and revise plan as needed • Provide reports on effectiveness of marketing • Keep client and conference director apprised of all progress • Track and report all costs 	<ul style="list-style-type: none"> • Bachelor's degree in marketing or related field • At least three years of applicable experience in event marketing • Knowledge of marketing theory, the media, ways to approach the media, and plan implementation for successful marketing efforts • At least one demonstrated successful marketing effort

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Event Planner/Facilitator	Working with conference director and/or program manager, meets with client to conceptualize, plan, and execute special events, such as trade shows, health fairs, business forums, community meetings, and so on. Oversees the assignments of all staff, consultants, and vendors called in for special assignments related to the event.	<ul style="list-style-type: none"> • Meet with client • Plan event, including all steps and timelines • Meet with conference director to map out needed resources and staff • Revise plan to accommodate client needs and keep within budget • Orchestrate media coverage • Organize vendors • Oversee site preparation • Coordinate all participants/contributors • Execute plan • Keep client and conference director apprised of all progress • Track and report all costs • Handle all follow-on activities • Track and report on media coverage • Submit report on event activities and outcome 	<ul style="list-style-type: none"> • Bachelor's degree • Eight years of applicable experience in event planning. • Knowledge of conference/event sites, contract negotiation, vendor participation, and planning stages for events • Some experience with media
Executive Project Manager	Oversees other project managers in providing professional services to Federal agencies in any one or more of Palladian's service areas. Develops budgets, assists with staffing, identifies appropriate resources, provides quality control checks, and troubleshoots problems.	<ul style="list-style-type: none"> • Identify and assign staff according to the requirements of each project • Serve on peer-review and advisory boards • Secure and manage business contracts • Oversee project administrative activities for Palladian • Formulate project guidelines, protocols, and operations • Oversee special project requirements and events • Oversee budget development and management • Oversee purchase and maintenance of project resources 	<ul style="list-style-type: none"> • Bachelor's degree in related field, or equivalent experience of not less than four years in relevant field • Twelve years of professional services (field-specific) experience, plus five to ten years of project management experience • Experience with higher-level management and advisory-level work • Extensive knowledge of specialized areas in a specific field, such as Web design, word processing, database, and desktop publishing software
Financial Manager	Monitors contract budgets and produces customized financial reports for submission to government contracting and project officers. Supervises financial accounting staff in the gathering of report data and in the production of reports.	<ul style="list-style-type: none"> • Prepare monthly invoices • Prepare corporate and contract financial reports • Supervise financial accounting personnel 	<ul style="list-style-type: none"> • Bachelor's degree • Six years of applicable experience in accounting or related field. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Knowledge of government contracts and pricing structures • Experience using financial accounting software • Experience auditing financial records and providing government auditors with financial records
Graphic Artist	Coordinates with graphic designers in design and layout of publications and assists with the development of Web products and sites. Provides special effects, such as animation and illustration.	<ul style="list-style-type: none"> • Produce layout of publications and educational materials according to established guidelines • Conduct research for photographs and stock art • Provide special effects, such as animation or illustration • Correct graphic files according to editors' and proofreaders' marks • Prepare and submit files for printing • Check printers' bluelines and proofs 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Three to five years of graphic support experience • Demonstrated ability to provide special services or support research needs • Knowledge of desktop publishing software such as Adobe Acrobat, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Graphic Designer 1	Under supervision of project manager or senior graphic designer, coordinates with team of writers, editors, and other graphic artists to produce publications and educational and marketing materials and Web products. Acts as liaison with printers, service bureaus, and clients.	<ul style="list-style-type: none"> • Conceptualize, design, and create print and non-print materials for clients under direction • Generate specifications and design concepts for publications • Provide photo research and background work for producing publications and educational materials • Assist in developing promotional materials for clients • Prepare and submit files for printing 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • At least six years of graphic design experience. A master's degree substitutes for two years' experience. • Demonstrated ability to create designs based on client specifications • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Graphic Designer 2a	Under supervision of project manager or senior graphic designers, coordinates with team of writers, editors, and graphic artists to produce publications and educational and marketing materials and Web products. Acts as liaison with printers, service bureaus, and clients.	<ul style="list-style-type: none"> • Conceptualize, design, and create print and non-print materials for clients to help enhance messages • Generate specifications for publications • Design and produce educational materials to meet identified goals • Develop marketing and promotional materials per client specifications • Prepare and submit files for printing 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Seven years of graphic design and production experience. A master's degree substitutes for two years' experience. • A portfolio showing varied products communicating key messages • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Graphic Designer 2b	Under supervision of project manager or graphic designer 3, coordinates with team of writers, editors, and graphic artists to produce publications and educational and marketing materials and Web products. Acts as liaison with printers, service bureaus, and clients.	<ul style="list-style-type: none"> • Meet with clients to discuss graphic needs • Conceptualize, design, and create print and non-print materials for clients to help enhance messages • Ensure that text and graphics processes are coordinated vis-à-vis daily workload • Generate specifications for publications and other products • Design and produce educational materials to meet identified goals • Develop marketing and promotional materials per client specifications • Prepare and submit files for printing 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Eight years of graphic design and production experience. A master's degree substitutes for two years' experience. • A portfolio showing varied products communicating key messages • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Graphic Designer 3	With the most limited corporate supervision, coordinates with project managers, other artists/designers, writers, and editorial staff to produce print and/or electronic materials. Develops the timeline and budget. Selects other appropriate staff. Has direct client liaison at all phases. Coordinates graphics and acts as liaison with printers and service bureaus.	<ul style="list-style-type: none"> • Meet with client to plan project vis-à-vis agency or program goals • Coordinate with clients to develop timeline, budget, and process guidelines • Create graphic concepts in response to client requests • Select auxiliary task order staff • Ensure adequate resources to meet client expectations • Conduct and/or oversee implementation of graphic concepts • Conduct or oversee production and layout • Prepare and submit files for printing • Oversee printing or uploading to the Web, including checking printers' proofs, press inspections and/or Web beta sites 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Ten years of graphic design experience. A master's degree substitutes for two years' experience. A Ph.D. substitutes for five years' experience. • A history of creating products and materials following communications theory • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
HTML/Web Software Specialist	Under supervision of a project manager or corporate monitor, designs and codes Web products and Web sites.	<ul style="list-style-type: none"> • Analyze each product and assess the best approach for coding • Code per client requests • Troubleshoot products if problems arise 	<ul style="list-style-type: none"> • Demonstrated expertise with HTML coding • Familiarity with Web coding software • Willingness to keep abreast of new coding software and improvements
Interactive Designer Specialist	Designs animations and interactive components for Web sites, mobile applications, and exhibits. Also designs Web sites and print materials. Collaborates with digital media staff in the development of online solutions.	<ul style="list-style-type: none"> • Produce animated effects and illustrations • Conceptualize interactive components of Web sites and mobile applications • Design Web sites • Produce layout of publications and campaign and educational materials according to established guidelines • Conduct research for photographs and stock art • Correct graphic files according to editors' and proofreaders' marks • Prepare and submit files for printing • Check printers' proofs 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • One to three years of graphic experience and/or a student portfolio that demonstrates a strong command of design principles and outstanding execution • Demonstrated ability to provide special services or support research needs • Knowledge of professional animation, graphic design, and Web development software such as Adobe Acrobat, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Adobe Flash, Adobe After Effects, Adobe Dreamweaver, Autodesk Maya, and iMovie

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Journal Managing Editor	Manages the content development, editing, design, layout, and HTML coding of newsletters, journals, magazines, and other periodical publications. Works with clients to develop story ideas, writes and edits articles, sets and monitors editorial and production schedules, and arranges for photo shoots.	<ul style="list-style-type: none"> • Collaborate with clients to conceptualize issues and develop story ideas • Liaise with researchers to develop story ideas/content • Write and edit articles • Supervise the work of writers, editors, and proofreaders and make writing and editing assignments • Coordinate design, desktop layout, and Web-based publishing activities • Arrange for and coordinate photo shoots • Develop and monitor editorial and production schedules • Develop and implement publication marketing and dissemination plans • Supervise quality-control activities 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism or bachelor's degree in a substantive field • Five years' experience coordinating the development and production of periodical publications • Seven years' experience writing and editing • Experience developing and monitoring publication schedules • Experience promoting publications
Junior Consultant Rapporteur	Under the guidance of more senior-level staff, contributes to production of meeting summaries for larger meetings and covers smaller meetings. Assists with producing material for breakout sessions as information is obtained.	<ul style="list-style-type: none"> • Attend meetings and take backup notes • Attend breakout sessions and enter discussion into desktop computer to produce outlines • Assist with copies of documents needed for meetings • Conduct research as needed to flesh out summaries • Contribute to the production of follow-up documents, such as published proceedings or summary reports 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with some experience in writing and editing • Two to four years of writing and editorial experience, including service as a contributing reporter. A master's degree in English or journalism or a substantive field substitutes for two years' experience. A Ph.D. in English or journalism or a substantive field substitutes for four years' experience.
Junior Editor	Provides editorial and proofreading support on publications and educational materials.	<ul style="list-style-type: none"> • Copyedit and proofread text for clarity and accuracy, prior to layout • Proof layout and check changes for accuracy • Confer with clients regarding editorial changes and corrections • Ensure that changes have been made • Assist editors and project managers in tracking and monitoring production 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Zero to three years of experience • Some knowledge of scientific terms • Some familiarity with styles such as American Medical Association, Chicago, and U.S. Government Printing Office and ability to apply styles to documents with little training
Junior Meeting Planner 1	Under supervision of senior meeting planners, assists in providing conference planning and logistic support for meetings.	<ul style="list-style-type: none"> • Assist database coordinators in entering information into database • Confirm travel arrangements for meeting participants or group members • Assist in preparation and assembly of conference materials • Assist in preparation of conference mailings • Compile materials necessary for on-site conference support 	<ul style="list-style-type: none"> • A high school diploma or equivalent experience • Zero to two years of experience • Some computer skills, including some familiarity with word processing and ability to learn database applications
Junior Meeting Planner 2	Under supervision of senior meeting planner, provides logistical support for meetings.	<ul style="list-style-type: none"> • Enter participants into database and check accuracy • Process registration fees for meetings • Poll for upcoming meetings (space searches, secure accommodations, etc.) • Assist in preparation of conference materials, letters of invitation, and logistical fact sheets • Assemble conference package for on-site distribution • Provide on-site support, including on-site staffing for conferences • Assist in preparation of mailings 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Zero to two years of experience; a bachelor's degree substitutes for two years' experience • Knowledge of word processing and ability to learn database applications • Familiarity with Internet search engines

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Junior Writer	Under supervision of a project manager or task order leader, writes copy for and contributes to the development of print materials and Web sites. Products include summaries of conferences, meetings, and workshops; brochures; reports; fact sheets; toolkits; slide presentations; articles; speeches; and press releases.	<ul style="list-style-type: none"> • Perform literature and database searches or conduct interviews as required • Draft materials • Coordinate with editors and proofreaders to ensure accuracy in all documents • Revise materials based on client feedback 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive discipline with demonstrated experience writing and editing or equivalent experience • Familiarity with health, medical, scientific and/or research terms and various styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office styles • Familiarity with plain language writing principles • One to three years of writing experience • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Lead Meeting Planner	Working with the conference director, provides conference management services for Federal meetings. Supervises junior staff on-site and oversees logistical support for meetings. Has ability to manage meetings independently or as a team member for larger meetings. Has basic knowledge of budgeting and budget oversight.	<ul style="list-style-type: none"> • Conduct site searches and negotiate facility contracts • Arrange all conference logistics with host facility • Coordinate travel arrangements and reimbursement for participants • Respond to client requests • Prepare conference materials such as invitations, abstract books, agendas, and other on-site materials • Draft budgets and work plans • Coordinate on-site logistics and provide registration support • Supervise junior conference staff • Produce and submit monthly reports regarding conference planning activities 	<ul style="list-style-type: none"> • Bachelor's degree, or equivalent experience • Four years of applicable experience in conference planning. A master's degree in a related discipline substitutes for two years' experience. A Ph.D. in a related discipline substitutes for four years' experience. • Knowledge of event and conference planning and logistics • Knowledge of word processing and database applications • Applicable knowledge of conference management databases
Logistics Coordinator	Assists with the logistical aspects of meetings, conferences, and special events. Follows the guidance and leadership of meeting planners.	<ul style="list-style-type: none"> • Contribute to the maintenance of participant or applicant database • Contribute to the preparation of invitations • Field questions about registration and meeting agenda • Research travel arrangements for meeting planners • Enter payments of registration fees • Send and collect reimbursement forms of meeting participants • Contribute to the preparation, reproduction, and distribution of conference materials 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Good attention to detail • Willingness to be trained • Good oral and telephone skills
Logistics Coordinator 1	Assists with the logistical aspects of meetings, conferences, and special events. Follows the guidance and leadership of meeting planners.	<ul style="list-style-type: none"> • Contribute to the preparation of invitations • Contribute to the maintenance of participant or applicant database • Field questions about registration and meeting agenda • Research travel arrangements for meeting planners • Enter payments of registration fees • Send and collect reimbursement forms of meeting participants • Contribute to the preparation, reproduction, and distribution of conference materials • Research information about possible room setup, audiovisual equipment, and other on-site meeting needs • Assist meeting planners with on-site work including telephone, fax, transportation and related requests from participants 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Good attention to detail • Willingness to be trained • Good oral and telephone skills • At least one year of experience as a logistics coordinator or with similar work

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Logistics Coordinator 2	Assists with the logistical aspects of meetings, conferences, and special events. Follows the guidance and leadership of meeting planners. Also assists with videoconferences, focus group meetings, field tests, and webcasts.	<ul style="list-style-type: none"> • Contribute to the preparation of invitations • Contribute to the maintenance of participant or applicant database • Field questions about registration and meeting agenda • Research travel arrangements for meeting planners • Track registration fees and payments • Send and collect reimbursement forms of meeting participants • Check honoraria and keep list of payments • Contribute to the preparation, reproduction, and distribution of conference materials • Research information about possible room setup, audiovisual equipment, and other on-site meeting needs • Assist meeting planners with on-site work including telephone, fax, transportation, and related requests from participants • Assist meeting planners in arrangements for video conferences, webcasts, focus groups, and field tests 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Good attention to detail • Willingness to be trained • Good oral and telephone skills • At least two years of experience as a logistics coordinator or with similar work
Marketing Analyst	Provides expertise in market analysis, including ability to assess demographics, to hold focus groups and intermediary interviews, and to assess marketing needs.	<ul style="list-style-type: none"> • Meet with client to discuss program goals and objectives • Identify specific marketing objectives and target groups • Identify sociodemographics of groups and possible channels of communication • Develop plans for collecting needed market information • Refine plans based on client feedback • Oversee implementation of plans as requested • Assist with identifying appropriate staff for plan implementation • Help with developing budgets and identifying needed resources • Evaluate marketing activities and prepare report 	<ul style="list-style-type: none"> • Bachelor's degree or higher in marketing, communications, or related field • At least three years of experience with market analysis, statistical analysis, and demographics • Knowledge of marketing and communications • Experience applying above theories specifically in the health field • Ability to write and implement plans that respond to client requirements • Ability to conduct varied analyses, including multivariate analysis and related types of qualitative work, to achieve goals
Materials Development Writer	Under limited supervision, conceptualizes and creates documents for conferences, meetings, workshops, or working groups. Documents include abstract books, invitations, brochures, logistic fact sheets, and post-meeting summaries.	<ul style="list-style-type: none"> • Coordinate with conference planners in collecting information pertaining to meetings • Develop and write materials for meetings • Coordinate with editors and proofreaders to ensure accuracy in all documents • Perform literature and database searches as required 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's in a substantive discipline with demonstrated experience writing and editing • Familiarity with scientific and/or research terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with conference materials formatting • Five years' experience, or a master's degree plus three years' experience, or a Ph.D. plus one year of experience • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Meeting Assistant	Under supervision of conference planning staff, assists in assembling materials for meetings, workshops, conferences, or site visits.	<ul style="list-style-type: none"> • Assist in assembling and compiling materials for meetings • Assist in assembling and mailing site visit books 	<ul style="list-style-type: none"> • High school diploma or equivalent
Meeting Facilitator	Working with conference director and/or program manager, prepares for and facilitates meetings, workshops, and conferences.	<ul style="list-style-type: none"> • Meet with client • Identify meeting goals • Prepare for meeting and become familiar with participants • Plan facilitation and facilitate meeting • Submit report on outcome of meeting with any recommendations for the future 	<ul style="list-style-type: none"> • Bachelor's degree • Six to eight years of specific experience with meeting facilitation • Knowledge of group dynamics, organizational facilitation, and consensus development

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Meeting Planner 1	Under the supervision of senior meeting planners or in cooperation with meeting planner 2, provides logistical support for meetings.	<ul style="list-style-type: none"> • Assist with maintaining participant or applicant database and check accuracy • Assist with coordinating invitations, registration, and follow-up of meeting participants • Make travel arrangements including airline and hotel reservations • Monitor payment of registration fees and reimbursement of meeting participants • Assist with planning the coordination of conference materials • Assist with on-site logistical support including room setup, audiovisual equipment, and on-site registration • Assist senior meeting planners and conference director as needed 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline, or equivalent experience • One to two years of applicable experience • Knowledge of word processing and ability to learn database software
Meeting Planner 2	Under the supervision of senior meeting planners, provides logistical support for meetings.	<ul style="list-style-type: none"> • Maintain participant or applicant database and check accuracy • Coordinate invitation, registration, and follow-up of meeting participants • Make travel arrangements including airline and hotel reservations • Monitor payment of registration fees and reimbursement of meeting participants • Coordinate preparation, reproduction, and distribution of conference materials • Coordinate on-site logistical support including room setup, audiovisual equipment, and on-site registration • Assist senior meeting planners and conference director as needed 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline, or equivalent experience • One to three years of applicable experience • Knowledge of word processing and ability to learn database software
Meeting Team Leader	Provides overall coordination and leadership for a meeting, conference, or special event, taking responsibility for coordinating the work of several meeting planners for that single event.	<ul style="list-style-type: none"> • Coordinate and lead a specific task order assignment or function • Ensure client expectations are met with regard to site selection, registration, on-site support, and follow-up activities vis-à-vis budget expectations set by the task order leader • Responsible for creating and following a timeline • Coordinate the work of staff assigned to the function • Serve as liaison with primary client for specific function • Ensure accuracy of all reimbursement forms and invoices associated with meeting • Assist task order leader with writing project reports 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent experience • Three years' experience in Federal conference work, including progressively more responsible coordination experience with meetings of increasing size and complexity • Demonstrated ability to coordinate logistics and other meeting preparation tasks simultaneously
Mid-Level Project Manager	Under supervision of senior project manager or corporate officer, manages projects appropriate to experience level. Makes recommendations for matching staff to needs of the project, monitors status of development of all products and delivery of all services. Monitors quality control and quality assurance procedures and outcomes. Coordinates design and production of publications and educational and marketing materials and Web work; coordinates exhibits, trade shows, and conference support; and maintains contact with client.	<ul style="list-style-type: none"> • Manage projects appropriate for experience level • Assist in managing larger projects when needed • Assist with development and managing project budgets and manage task order plans and budgets • Assist in task assignment and quality control • Assist in coordinating all phases of production of publications and educational materials • Oversee staff and consultant writers, graphic designers, graphic artists, and editors • Assist in coordinating all phases of exhibits, trade shows, and conferences • Oversee planning and training of staff • Assist senior project manager with business development as needed 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent experience of not less than four years • Nine years of communications/publications and/or graphics experience, four of which involved project management. A master's degree substitutes for two years' experience and a Ph.D. substitutes for five years' experience. • Knowledge of Microsoft Office and database software

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Production/Distribution Manager	Coordinates with conference planners and oversees reproduction and mailing of documents.	<ul style="list-style-type: none"> • Order materials necessary for production and packaging of publications • Oversee reproduction and assembly of publications • Coordinate with word processor and oversee mailings • Oversee equipment maintenance 	<ul style="list-style-type: none"> • High school diploma or equivalent • Two to three years of applicable experience • Familiarity with Web-based databases
Program Manager	Monitors staff and budget for assigned contracts and/or publications.	<ul style="list-style-type: none"> • Develop and monitor budgets • Generate production schedules for assigned projects • Oversee administrative tasks • Assign tasks to writing, editorial, graphics, and meeting planning staff and monitor quality of work • Participate in editorial and strategic planning meetings • Monitor overall program performance 	<ul style="list-style-type: none"> • Bachelor's degree in related field or equivalent experience of no less than four years in relevant field • Ten years of applicable experience including publications, graphic design, event management, task order management, and budget and fiscal monitoring. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Ability to plan strategically • Extensive knowledge of word processing and database applications • Extensive knowledge of graphics and desktop publishing software (QuarkXPress, Adobe InDesign, Adobe Illustrator, Adobe Photoshop) • Ability to handle multiple task areas • Ability to manage multidisciplinary teams
Project Manager	Under supervision of senior project manager, mid-level project manager, or corporate officer, manages projects appropriate to experience level. Makes recommendations for matching staff to needs of the project and monitors status of development of all products and delivery of all services under designated project. Monitors quality control and quality assurance procedures and outcomes. Coordinates design and production of publications and educational and marketing materials and Web work, and/or conference support per assignments, and maintains contact with client	<ul style="list-style-type: none"> • Manage projects appropriate for experience level • Assist in managing larger projects when needed • Assist with development and managing project budgets and manage task order plans and budgets • Assist in task assignment and quality control • Assist in coordinating all phases of production of publications and graphics • Oversee staff and consultant writers, graphic designers, graphic artists, and editors • Oversee training of staff • Assist in coordinating all aspects of conferences, trade shows, and exhibits • Assist senior project manager with business development as needed • Participate in editorial board meetings with clients • Oversee layout design, graphics, and production of publications and other materials • Serve as primary contact with project clients • Plan, write, and edit copy for print, on the Web, or to support meetings 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in specific field, such as writing and editing, or equivalent experience of no less than four years • Seven years of specific field experience, with three years of management-level experience. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Extensive knowledge of needed terms and various styles, such as American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with appropriate software, such as word processing and graphics software, including Microsoft Office, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Project Outreach Coordinator	Coordinates the development of outreach materials and the conduct of outreach activities to the public and to the research and medical communities. Liaises with clients, news media, advocacy groups, and community members to communicate about research, discoveries, educational initiatives, and community events. Manages and coordinates the production of communications products and outreach materials.	<ul style="list-style-type: none"> • Develop and implement plans to expand outreach • Plan, develop, and coordinate the production of print and online outreach materials • Communicate with clients and ensure that requested revisions to outreach materials are made • Develop and monitor editorial and production schedules and budgets • Write and/or edit news releases and provide other media relations and public relations support • Ensure the overall quality of outreach products • Provide writing, editing, and proofreading support 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism or bachelor's degree in a substantive field • Five years' experience coordinating the development and production of print and/or online communications products • Five years' experience writing and/or editing outreach materials or other products for special audiences • Experience developing and monitoring publication schedules and budgets • Familiarity with major editorial styles (e.g., Associated Press, American Medical Association, American Psychological Association, U.S. Government Printing Office)

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Proofreader	Provides proofreading and quality control for publications and educational materials.	<ul style="list-style-type: none"> • Proofread copy and layout • Query content and clarity of documents • Assist editors and project managers in tracking and monitoring production 	<ul style="list-style-type: none"> • Bachelor's degree • Zero to three years of experience • Familiarity with Microsoft Office • Some familiarity with styles including American Medical Association, U.S. Government Printing Office, and Chicago
Proofreader 1	Provides proofreading and quality control for publications, educational materials, Web sites, and digital media.	<ul style="list-style-type: none"> • Proofread copy and layout • Query content and clarity of documents • Assist editors and project managers in tracking and monitoring production • Tag and check PDF documents for Section 508 compliance 	<ul style="list-style-type: none"> • Bachelor's degree • Two to three years of experience • Familiarity with Microsoft Office • Familiarity with common editorial styles including Associated Press, American Medical Association, U.S. Government Printing Office, and Chicago
Proofreader 2	Provides proofreading and quality control for publications, educational materials, Web sites, and digital media, with minimal direction.	<ul style="list-style-type: none"> • Proofread copy and layout • Query content and clarity of documents • Assist editors and project managers in tracking and monitoring production • Tag and check PDF documents for Section 508 compliance 	<ul style="list-style-type: none"> • Bachelor's degree • Three to five years of experience, two years of which involved proofreading, editing, or other relevant quality assurance responsibilities • Familiarity with Microsoft Office, including the ability to format Word and PowerPoint files • Familiarity with common editorial styles including Associated Press, American Medical Association, U.S. Government Printing Office, and Chicago
Public Education Specialist	Provides expertise in public education, especially using communications and social marketing theory and its application to increase public awareness and public information.	<ul style="list-style-type: none"> • Meet with client to discuss program goals and objectives • Identify specific objectives for public education or public awareness efforts • Develop public education campaigns or initiatives based on communications and social marketing and previous successful efforts, and based on client needs and program mission • Revise plans based on client feedback • Oversee implementation of plans as requested • Assist with identifying appropriate staff for plan implementation • Help with developing budgets and identifying needed resources • Include consideration of evaluation components of plan and subsequent testing 	<ul style="list-style-type: none"> • Bachelor's degree or higher in public health education, communications, or related field • At least three years of experience with public health education, communications and/or social marketing initiatives • Knowledge of public health education issues and theory • Experience applying above knowledge specifically with Federal agencies • Ability to write and implement plans that respond to client requirements
Rapporteur	Under the guidance of senior level staff, contributes to production of meeting summaries for larger meetings and covers smaller meetings. Assists with producing material for breakout sessions as information is obtained.	<ul style="list-style-type: none"> • Attend meetings and take detailed notes • Attend breakout sessions and produce summaries for discussion by larger audiences in the same day • Contribute to the production of follow-up documents, such as published proceedings or summary reports 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in science with demonstrated experience in writing and editing • Ten years of science/medical writing and editorial experience, including service as a rapporteur. A master's degree in English or journalism substitutes for two years' experience, and a Ph.D. in English or journalism substitutes for five years' experience. A master's degree in a scientific discipline substitutes for one year of experience, and a Ph.D. in a science background substitutes for four years' experience.
Reference Checker	Under supervision of senior staff, assists writers and editors with reference verification.	<ul style="list-style-type: none"> • Perform database searches as needed • Locate references and make copies • Set up and maintain reference database libraries • Organize and assist in tracking reference materials 	<ul style="list-style-type: none"> • High school diploma or equivalent • Familiarity with Web-based database search engines such as PubMed and Lexis-Nexis • Familiarity with reference database applications such as Endnote • Familiarity with word processing software such as Microsoft Word

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Consultant Rapporteur	Supervises and coordinates production of meeting summaries. Produces material for breakout sessions as information is obtained. Produces meeting proceedings	<ul style="list-style-type: none"> • Plan and schedule meeting summary assignments • Organize other staff rapporteurs for meetings • Attend meetings and take detailed notes • Attend breakout sessions and produce summaries for discussion by larger audiences in the same day • Create follow-up documents, such as published proceedings or summary reports • Collect additional backup information for appendices if needed 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with demonstrated experience writing and editing • Ten years of writing and editorial experience, including service as a rapporteur. A master's degree in English or journalism substitutes for two years' experience, and a Ph.D. in English or journalism substitutes for five years' experience. A master's degree in a scientific discipline substitutes for one year of experience, and a Ph.D. in a science background substitutes for four years' experience.
Senior Consultant Writer	Under limited supervision, conceptualizes and creates promotional and educational materials including reports, newsletters, abstract books, invitations, brochures, posters, fact sheets, and post-meeting summaries. Should be able to create documents for both technical and lay audiences.	<ul style="list-style-type: none"> • Coordinate with clients to develop publication guidelines • Research, develop, and write promotional and educational materials • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than five years • Five years' experience in science and medical writing, or a master's degree plus three years' experience, or a Ph.D. plus one year of experience • Familiarity with scientific terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Senior Editor	Provides editorial services and coordinates with project managers to manage production of assigned publications.	<ul style="list-style-type: none"> • Substantively edit publications for clarity, accuracy, and economy of thought • Ensure that tone of publication is appropriate for audience • Reorganize and critique graphics • Verify references • Coordinate development and production of publications • Monitor quality of work done by editors, copy editors, and proofreaders • Provide copyediting and proofreading support 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field, or bachelor's in a substantive field with writing and editing experience • Seven years' experience in science/medical editing, including project management experience. A master's degree substitutes for two years' experience; a Ph.D. substitutes for five years' experience. • Expert familiarity with scientific and research terms • Familiarity with Microsoft Office and desktop publishing and graphics software • Familiarity with styles such as American Medical Association, Chicago, and U.S. Government Printing Office
Senior Graphic Designer	Under limited supervision, coordinates with project managers, writers, and editorial staff to produce publications and education materials. Coordinates graphics and acts as liaison with printers, service bureaus, and clients.	<ul style="list-style-type: none"> • Coordinate with clients to develop publication guidelines • Develop promotional materials for clients • Oversee layout of publications and educational materials • Prepare and submit files for printing • Oversee production, including checking printers' proofs 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent experience • Eight years of graphic design experience. A master's degree substitutes for two years' experience and a Ph.D. substitutes for five years' experience. • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Senior Graphic Designer 1	Under limited supervision, coordinates with project managers, writers, and editorial staff to design publications, education materials, marketing materials, exhibits, and Web sites. Provides leadership to junior design staff. Coordinates graphics and acts as liaison with printers, service bureaus, and clients. Directs photo shoots and provides art direction.	<ul style="list-style-type: none"> • Coordinate with clients to develop design concepts and publication guidelines • Develop promotional materials for clients • Oversee layout of publications and educational materials • Prepare and submit files for printing • Oversee production, including checking printers' proofs • Direct photo shoots • Conduct press inspections • Provide art direction to design staff 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent experience • Ten years of graphic design experience. A master's degree substitutes for two years' experience. • Extensive knowledge of design and desktop publishing applications, including Adobe Illustrator, Adobe Photoshop, Adobe InDesign, and QuarkXPress

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Managing Editor, Science Journal	Manages the writing, editing, design, layout, and printing of health and science newsletters, journals, magazines, and Web sites.	<ul style="list-style-type: none"> • Conceptualize and develop story ideas • Participate in and lead editorial meetings • Liaise with clients • Make writing assignments and contribute to articles • Coordinate the entire editorial and production process of the publication • Arrange for photo shoots • Ensure the overall quality of the publication 	<ul style="list-style-type: none"> • Bachelor's degree in English, journalism, or similar discipline, or a bachelor's degree in a substantive field with experience in writing and editing • Three years of publications management experience • Eight years' experience in science, medical, public health, or social science writing; a master's degree substitutes for three years' experience, and a Ph.D. substitutes for five years' experience • Familiarity with scientific terms and various editorial styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Proficiency with Microsoft Office software • Proficiency with information research
Senior Meeting Planner 1	Supervised by senior meeting planner 2 and/or conference director, provides conference planning services and logistical support for evaluation and planning programs and Federal meetings.	<ul style="list-style-type: none"> • Coordinate travel arrangements, accommodations, and reimbursement for meeting participants • Coordinate and provide on-site logistics including room setup, audiovisual equipment, and registration • Provide post-conference support, which includes reviewing and processing vendor bills and honoraria • Monitor and maintain Web site and listserv, providing updated documents to webmaster for posting on the site • Assist senior planner 2 and conference director as needed • Coordinate production of site visit books for reviews of intramural research programs • Coordinate production and distribution of conference materials including abstract books, agendas, and address lists 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent experience • Four years of applicable experience. A master's degree substitutes for two years of experience. • Knowledge of word processing and ability to learn database applications • Experience with client liaison
Senior Meeting Planner 2	Working with the conference director, provides conference management services for Federal meetings. Supervises junior staff on-site and oversees logistical support for meetings.	<ul style="list-style-type: none"> • Coordinate participant database maintenance • Identify host facilities • Arrange all conference logistics with host facility • Coordinate travel arrangements and reimbursement for participants • Respond to client requests • Prepare conference materials such as invitations, abstract books, agendas, and other on-site materials • Oversee development of proceedings • Coordinate on-site logistics and provide registration support • Supervise junior conference staff • Oversee production of site visit books • Submit monthly reports regarding conference planning activities 	<ul style="list-style-type: none"> • Bachelor's degree, or equivalent experience • Six years of applicable experience in conference planning. A master's degree in a related discipline substitutes for two years' experience. A Ph.D. in a related discipline substitutes for four years' experience. • Knowledge of event and conference planning and logistics • Knowledge of word processing and database applications

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Meeting Planner 3	Working with the conference director, provides conference management services for Federal meetings, conferences, special events, teleconferences, video conferences, webcasts, focus groups, and field testing. Supervises meeting planners and logistical coordinators. Has ability to manage or to act as a project manager on meeting support contracts.	<ul style="list-style-type: none"> • Prepare and manage meeting budgets • Suggest staffing assignments and supervise staff • Research meeting sites and make site visits • Identify appropriate host facilities • Negotiate and arrange all conference logistics with host facility • Coordinate travel arrangements and reimbursement for participants • Respond to client requests • Oversee the preparation of conference materials such as invitations, abstract books, agendas, and other on-site materials • Oversee development of proceedings • Coordinate on-site logistics and provide registration support • Supervise meeting planners and logistical coordinators staff • Oversee production of site visit books • Submit monthly reports regarding conference planning activities 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent experience • At least eight years of applicable experience in conference and event planning. A master's degree in a related discipline substitutes for two years' experience. A Ph.D. in a related discipline substitutes for four years' experience. • Comprehensive knowledge of event and conference planning and logistics • Knowledge of word processing and database applications
Senior Production Manager	Manages the duplication, collating, and other preparation of materials for Federal programs. Oversees distribution and delivery of items as needed. Supervises the work of distribution/mail clerks and administrative assistants.	<ul style="list-style-type: none"> • Order materials necessary for reproduction, production, and packaging of materials • Oversee reproduction, collating, and assembly of materials • Coordinate with word processor and oversee mailings • Oversee equipment maintenance • Supervise mail/distribution clerks and administrative assistants • Check receipt of materials 	<ul style="list-style-type: none"> • High school diploma or equivalent • Three to four years of applicable experience • Familiarity with reproduction equipment, postal regulations, shipping vendors, and backup systems
Senior Program Manager	Monitors staff and budget for multiple-task-order and other large contracts and/or publications. Provides senior-level supervision of task activities and ensures deliverables are on time and under budget.	<ul style="list-style-type: none"> • Develop strategic approaches to programs/projects • Develop and monitor budgets • Generate production schedules for assigned projects • Oversee technical and administrative tasks • Assign tasks to writing, editorial, graphics, Web, and meeting planning staff and monitor quality of work • Participate in editorial and strategic planning meetings with staff and clients • Monitor overall program performance 	<ul style="list-style-type: none"> • Bachelor's degree in related field or equivalent experience of no less than six years in relevant field • Twelve years of applicable experience including publications, graphic design, event management, task order management, and budget and fiscal monitoring. A master's degree substitutes for two years' experience; a Ph.D. substitutes for four years' experience. • Ability to plan strategically and to lead teams in the execution of project plans • Extensive knowledge of word processing, spreadsheet, and database applications • Extensive knowledge of graphics and desktop publishing software (QuarkXPress, Adobe InDesign, Adobe Illustrator, Adobe Photoshop) • Ability to handle multiple task areas • Ability to manage multidisciplinary teams
Senior Project Manager	Under limited supervision, manages projects, including the discrete project tasks, such as design and production of Web sites and non-print and print materials. Matches staff to needs of each project, monitors status of development of all products and delivery of all services. Monitors quality control and quality assurance procedures and outcomes.	<ul style="list-style-type: none"> • Secure and manage new contracts • Participate in strategic and product planning meetings, such as for publications and educational and marketing materials • Assign tasks to staff and monitor quality of work • Develop and manage budgets • Oversee production process, delivery of service • Oversee all phases of Web-based pages, products, and sites, including conceptualization, content development, design, and testing • Oversee administrative support for graphic and editorial processes • Serve as primary contact with clients • Track production components 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related discipline, or a bachelor's degree in substantive field with writing, editing, and/or graphic experience • Ten years of specific field experience, such as communications/graphics/publishing experience, including at least five years of project management experience. A master's degree substitutes for two years' experience. A Ph.D. substitutes for five years' experience. • Knowledge of Microsoft Office and database software, and familiarity with features and capabilities of desktop publishing and Web software • Excellent writing and editorial skills

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Rapporteur	Supervises and coordinates production of meeting summaries. Produces material for breakout sessions as information is obtained. Produces meeting proceedings.	<ul style="list-style-type: none"> • Plan and schedule meeting summary assignments • Organize other staff rapporteurs for meetings • Attend meetings and take detailed notes • Attend breakout sessions and produce summaries for discussion by larger audiences in the same day • Create follow-up documents, such as published proceedings or summary reports • Collect additional backup information for appendices if needed 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in substantive field with demonstrated experience writing and editing • Ten years of writing and editorial experience, including service as a rapporteur. A master's degree in English or journalism substitutes for two years' experience, and a Ph.D. in English or journalism substitutes for five years' experience. A master's degree in a scientific discipline substitutes for one year of experience, and a Ph.D. in a science background substitutes for four years' experience.
Senior Science Writer 1	Under limited supervision, conceptualizes and writes scientific documents including technical reports, peer-reviewed journal articles, newsletters, scientific abstracts, brochures, posters, fact sheets, and meeting summaries. Also writes content for Web sites. Should be able to write for both technical and lay audiences.	<ul style="list-style-type: none"> • Coordinate with clients to develop publication guidelines • Attend and report on scientific meetings • Research, develop, and write promotional and educational materials for print and the Web • Perform editing tasks including substantive editing and copyediting • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a life science with experience in writing and editing, or equivalent experience of not less than five years • Five years' experience in science and medical writing, or a master's degree plus three years' experience, or a Ph.D. plus one year of experience • Proven ability to translate technical scientific content for lay audiences • Familiarity with scientific terms and various styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Proficiency with Microsoft Office software • Proficiency with information research
Senior Scientist/Project Director	Manages the scientific research, funding research, writing, and production of articles describing results of biomedical research projects. Determines strategic directions for the project through interactions with clients and high-level government officials. Leads the development of long-term goals, policies, and procedures for the production of communications materials and Web sites for target audiences. Manages staff of task leaders, content developers, and other communications staff.	<ul style="list-style-type: none"> • Research advances in biomedical projects • Conceptualize and develop story ideas • Make writing assignments and contribute to articles • Manage article production including research, writing, editing, and proofreading • Liaise with clients • Manage project budgets 	<ul style="list-style-type: none"> • Master's degree or Ph.D. in a life science • Experience in science writing, communications, and Web site development • Nine years' experience in science and medical writing, or a master's degree plus four years' experience, or a Ph.D. plus two years' experience • Familiarity with scientific terms and various editorial styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Proficiency with Microsoft Office software • Proficiency with information research
Senior Web Designer	With the most limited corporate supervision, coordinates with project managers, other artists/designers, writers, and editorial staff to produce Web pages, Web sites, Web products, and print and/or electronic materials. Develops timelines and budgets. Helps to select staff, and acts as liaison with webmasters and service bureaus.	<ul style="list-style-type: none"> • Meet with client to plan project vis-à-vis agency or program goals • Coordinate with clients to develop timeline, budget, and process guidelines • Create graphic and Web concepts in response to client requests • Select auxiliary task order staff • Ensure adequate resources to meet client expectations • Conduct and/or oversee implementation of graphic concepts • Conduct or oversee production and layout • Prepare and submit files for uploading to the Web • Oversee printing or uploading to the Web, including checking test sites and/or Web beta sites 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Seven years of graphic design experience, with at least two years of Web experience. A master's degree substitutes for two years' experience. A Ph.D. substitutes for five years' experience. • A history of creating products and materials for the Web • Extensive knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Web Developer	With limited supervision, conceptualizes, creates, and implements Web sites and database-driven Web applications.	<ul style="list-style-type: none"> • Provide system analysis and design • Document systems and functional requirements • Program both back-end and limited front-end Web solutions • Install, configure, and customize Web-based software as needed • Define and communicate project work plans • Communicate with and provide status updates to project team and to clients, as needed 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline, or equivalent experience • Six years of experience overall, with four years showing specific Web-based skill(s) • Extensive experience with HTML, PHP or .NET, SQL, and Linux or Windows server administration, project management software, content management systems • Ability to explain work, approach, concepts, and final product in simple language to non-technical audiences • Knowledge of Section 508 compliance requirements
Senior Web Developer 1	With limited supervision, conceptualizes, creates, and implements Web sites, database-driven Web applications, and supporting interactive software solutions.	<ul style="list-style-type: none"> • Provide system analysis and design • Document systems and functional requirements • Able to provide back-end and front-end programming solutions with equal proficiency • Install, configure, and customize Web-based software as needed • Install and configure databases as needed • Define and communicate project work plans • Communicate with and provide status updates to project team and to clients, as needed 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline, or equivalent experience • Six years of experience overall, with four years showing specific Web and database development skill(s) • Extensive experience with HTML, CSS, JQuery, PHP or .NET, SQL, and Linux or Windows server administration, project management software, content management systems • Ability to explain work, approach, concepts, and final product in simple language to non-technical audiences • Knowledge of Section 508 compliance requirements
Senior Web Developer 2	Conceptualizes, creates, and implements or directs implementation of Web sites, database-driven Web applications, mobile solutions, and supporting interactive software solutions.	<ul style="list-style-type: none"> • Provide system analysis and design • Recommend strategic development practices to minimize development costs and to take advantage of emerging technologies • Document systems and functional requirements • Able to provide back-end and front-end programming solutions with equal proficiency • Install, configure, and customize Web-based software as needed • Install and configure databases as needed • Administer Web and database servers as needed • Define and communicate project work plans • Communicate with and provide status updates to project team and to clients, as needed 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline, or equivalent experience • Eight years of experience overall, with six years showing specific Web and database development skill(s) and three years of client-facing responsibilities • Demonstrated administrative and programming expertise across multiple Web systems and platforms, including both Linux and Windows environments • Extensive experience with HTML, CSS, JQuery, PHP, .NET, SQL, project management software, content management software implementation, and version control systems • Ability to explain work, approach, concepts, and final product in simple language to non-technical audiences • Knowledge of Section 508 compliance requirements
Senior Web Writer	Under limited supervision, conceptualizes and creates content for Web sites. Should be able to create text for both technical and lay audiences.	<ul style="list-style-type: none"> • Coordinate with clients to develop content guidelines • Research, develop, and write materials for Web sites • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all text • Oversee junior writers and monitor quality of work 	<ul style="list-style-type: none"> • Bachelor's degree in English, communications, or journalism, or a bachelor's degree in a substantive field with demonstrated experience in Web writing and editing • Familiarity with scientific and/or research terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with Web site formatting • Five years' experience in medical, health, or social science writing, or a master's degree plus three years' experience, or a Ph.D. plus one year of experience • Proficiency with word processing software such as Microsoft Word • Proficiency with information research

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Senior Writer/Editor	Under limited supervision, conceptualizes and creates documents including reports, newsletters, abstract books, invitations, brochures, posters, fact sheets, and post-meeting summaries. Should be able to create documents for both technical and lay audiences.	<ul style="list-style-type: none"> • Coordinate with clients to develop publication guidelines • Research, develop, and write promotional and educational materials • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive field with experience in writing and editing, or equivalent experience of not less than five years • Five years' experience in science and medical writing, or a master's degree plus three years' experience, or a Ph.D. plus one year of experience • Familiarity with scientific terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Special Consultant Researcher	Under supervision of senior staff and project managers, evaluates applications for health advisory groups and performs other research and editorial tasks as directed.	<ul style="list-style-type: none"> • Evaluate and score applications for a health advisory group • Conduct online and telephone-based research • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all documents 	<ul style="list-style-type: none"> • Bachelor's degree and experience in writing, editing, and/or research, or equivalent experience of not less than five years • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Task Order Leader	Manages the day-to-day operations and client requests for specific task orders contracts under larger IDIQ or MOBIS-related Federal contracts. Supervises task order staff and is responsible for quality control, client satisfaction, and tracking other direct costs and staff hours as budgeted.	<ul style="list-style-type: none"> • Coordinate and lead project teams for varied assignments or functions • Ensure all activities are carried out in accordance with project commitments or specific objectives under the direction of the project director • Coordinate and administrate tasks by ensuring that quality and productivity standards are maintained • Prepare work schedules; supervise work performance of task order team members and provide training as needed • Assist with writing task order plans and reports 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent • Three years' experience in conference work, including one year of progressively more responsible supervisory experience • Demonstrated ability to supervise several complex and time-critical activities simultaneously
Task Order Leader 1	Manages the day-to-day operations and client requests for specific task orders contracts under larger IDIQ or MOBIS-related Federal contracts. Supervises task order staff and is responsible for quality control, client satisfaction, and tracking other direct costs and staff hours as budgeted.	<ul style="list-style-type: none"> • Coordinate and lead project teams for varied assignments or functions • Ensure all activities are carried out in accordance with project commitments or specific objectives under the direction of the project director • Coordinate and administrate tasks by ensuring that quality and productivity standards are maintained • Prepare work schedules; supervise work performance of task order team members and provide training as needed • Assist with writing task order plans and reports 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent • Four years' experience in conference work, including one year of coordination or team leadership and one year of progressively more responsible supervisory experience • Demonstrated ability to supervise several complex and time-critical activities simultaneously
Task Order Leader 2	Manages the day-to-day operations and client requests for specific task orders contracts under larger IDIQ or MOBIS-related Federal contracts. Supervises task order staff and is responsible for quality control, client satisfaction, and tracking other direct costs and staff hours as budgeted.	<ul style="list-style-type: none"> • Coordinate and lead project teams for varied assignments or functions • Ensure all activities are carried out in accordance with project commitments or specific objectives under the direction of the project director • Coordinate and administrate tasks by ensuring that quality and productivity standards are maintained • Prepare work schedules; supervise work performance of task order team members and provide training as needed • Write task order plans and reports 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline or equivalent • Five years' experience in conference work, including one year of coordination or team leadership and one year of progressively more responsible supervisory experience, plus at least one year of experience with Federal task orders • Demonstrated ability to supervise several complex and time-critical activities simultaneously

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Web Administrator 1	Provides management, planning, and support for servers, networks, and associated equipment for specific clients. Responsible for desktop support, server administration, network configuration, and related duties such as system administration, operational support, and desktop support for laptops and other devices.	<ul style="list-style-type: none"> • Assist in the analysis and resolution of problems relating to hardware and software • Install and configure client- and server-side utilities • Administer and configure Web servers • Optimize client use of email services • Manage and perform backups • Install, maintain, and troubleshoot server hardware and software • Provide application support • Document all responsible subject matter into the Knowledge Base • Write purchase orders (POs) for hardware and software • Provide weekly status reports 	<ul style="list-style-type: none"> • Strong expertise and experience with Windows products • One to three years of experience performing system administration, with network administration experience a plus • Experience in Web site design and maintenance a plus • Knowledge of Windows servers, SQL, and webinar software
Web Administrator 2	Provides management, planning, and support for servers, networks, and associated equipment for specific clients. Responsible for desktop support, server administration, network configuration, and related duties such as system administration, operational support, and desktop support for laptops and other devices.	<ul style="list-style-type: none"> • Assist in the analysis and resolution of problems relating to hardware and software • Install and configure Web and database servers • Administer and configure client- and server-side utilities • Optimize client use of email services • Manage and perform backups • Install, maintain, and troubleshoot server hardware and software • Provide application support • Document all responsible subject matter into the Knowledge Base • Write purchase orders (POs) for hardware and software • Provide weekly status reports 	<ul style="list-style-type: none"> • Strong expertise and experience with Windows products • Three to five years of experience performing system administration, with network administration experience a plus • Experience in Web site design and maintenance a plus • Knowledge of Windows servers, database servers, and webinar software
Web Administrator 3	Provides management, planning, and support for servers, networks, and associated equipment for specific clients. Responsible for desktop support, server administration, network configuration, and related duties such as system administration, operational support, and desktop support.	<ul style="list-style-type: none"> • Involved in the analysis and resolution of problems relating to hardware and software • Install and configure web, database, and cloud servers • Administer and configure advanced mail services • Customize mail service APIs • Manage and perform backups • Install, maintain, and troubleshoot server hardware and software • Provide application support • Document all responsible subject matter into the Knowledge Base • Write purchase orders (POs) for hardware and software • Provide weekly status reports 	<ul style="list-style-type: none"> • Strong expertise and experience with Windows, Mac, and cloud server environments • Five to eight years of experience performing system administration, with network administration experience a plus • Experience in Web site design and maintenance a plus • Knowledge of Windows, Linux, and Mac server environments, as well as cloud-based systems • Hands-on experience with webinar and Web conferencing software
Web Content Specialist	Under supervision of a Web content strategist or project manager, contributes to the planning, creation, and management of content for digital communications media including Web sites, mobile platforms, and social networks.	<ul style="list-style-type: none"> • Develop Web content inventories • Assess and assign metadata to Web pages and documents for indexing • Provide audience analysis and Web writing support • Assist in development of taxonomies and site architectures • Assist in development of wireframes • Maintain and communicate editorial style guidelines • Instruct other team members on best practices for Web design and development 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field • Two years' experience creating and/or improving Web sites as part of a collaborative team • Experience creating or managing Web site content • Proficiency with Microsoft Office programs • Fluency in social media

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Web Content Strategist 1	Under supervision of project director or task leader, plans for, creates, and manages content for digital communications media including Web sites, mobile platforms, and social networks.	<ul style="list-style-type: none"> • Develop content strategy documents • Assess, catalogue, and organize Web site content • Track new content development • Develop site analyses/gap analyses • Create taxonomy/nomenclature lists and definitions • Write content • Edit content written by others for suitability for the Web • Develop, maintain, and enforce editorial style guidelines • Define the editorial workflow for client projects 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field • Three years' experience in developing interactive content • Experience with content management systems and databases preferred • Expert level attention to detail • Proficient in Microsoft Office software
Web Content Strategist 2	Under limited supervision, leads the planning, creation, and management of content for digital communications media including Web sites, mobile platforms, and social networks.	<ul style="list-style-type: none"> • Develop content strategy documents • Assess, catalogue, and organize Web site content • Manage new content development • Develop a site analysis/gap analysis • Create taxonomy/nomenclature lists and definitions • Assist in development of information architecture • Edit content written by others for suitability for the Web • Develop, maintain, and enforce editorial style guidelines • Define the editorial workflow for client projects • Mentor other content strategists 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field • Five years' experience in developing interactive content • Experience with content management systems and databases • Expert level attention to detail • Proficient in Microsoft Office software as well as wireframing software such as Visio or OmniGraffle
Web Database Specialist 1	Assists Web database specialist 2 in maintaining applicant and participant and other Web databases.	<ul style="list-style-type: none"> • Collect information regarding participants and applicants • Enter information into database • Check information for accuracy 	<ul style="list-style-type: none"> • High school diploma or equivalent • Some knowledge of database software
Web Database Specialist 2	Under the supervision of the project managers, keeps participant and application and other Web databases updated.	<ul style="list-style-type: none"> • Collect and assemble information on applicants or participants and enter it into the appropriate database • Check database information for accuracy • Identify database problems and research solutions 	<ul style="list-style-type: none"> • High school diploma or equivalent experience • Familiarity with database software and Internet search engines
Web Designer	Under direction of senior Web designer or project managers, produce Web pages, Web sites, and Web products.	<ul style="list-style-type: none"> • Meet with project staff and project manager to review client request • Create or assist with creating graphic and Web concepts in response to client requests • Use graphic approaches to convert print documents to Web compatibility • Prepare and submit files for uploading to the Web • Assist with uploading to the Web, including checking test sites and/or Web beta sites 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • At least three years of graphic design experience, with at least one year of Web experience. A master's degree substitutes for two years' experience. A Ph.D. substitutes for five years' experience. • Examples of creating products and materials for the Web • Knowledge of desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Web Developer	Conceptualizes, creates, and implements Web pages, Web sites, and documents for the Web.	<ul style="list-style-type: none"> • Analyze, design, develop, implement, and support Web applications • Analyze functionality needs and define a workplan • Revise workplan and/or site based on client feedback to meet specific client objectives for pages/site • Support the presentation and marketing-related features on a Web site • Combine graphics and applications depending on specifications from client • Work in either a front-end or back-end environment, depending on specialization 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline, or equivalent experience • Four years of experience overall, with three years showing specific Web-based skill(s) • Extensive experience with HTML, JavaScript, Perl, Photoshop and Flash; knowledge of multimedia and CGI principles • Ability to explain work, approach, concepts, and final product in simple language to clients

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Web Developer 1	Conceptualizes, creates, and implements Web pages, Web sites, e-cards, and documents for the Web. Creates Web-based databases and mailing lists. Tests Web sites and Web-based publications for Section 508 compliance.	<ul style="list-style-type: none"> • Analyze, design, develop, implement, and support Web applications • Analyze functionality needs and define a workplan • Revise workplan and/or site based on client feedback to meet specific client objectives for pages/site • Support the presentation and marketing-related features on a Web site • Combine graphics and applications depending on specifications from client • Work a front-end and back-end environment 	<ul style="list-style-type: none"> • Bachelor's degree in computer science or related discipline or equivalent experience • Six years of experience overall, with four years showing specific Web-based skill(s) • Extensive experience with HTML, JavaScript, Perl, Photoshop, and Flash; knowledge of multimedia and CGI principles • Ability to explain work, approach, concepts, and final product in simple language to clients • Knowledge of and experience making Web sites compliant with Section 508 of the Rehabilitation Act
Web Graphic Designer 1	Under supervision of project manager or senior graphic designers, works with other writers, editors, and graphic artists to produce Web sites, Web pages, and other Web products. Acts as liaison with webmasters and vendors.	<ul style="list-style-type: none"> • Conceptualize, design, and create Web pages and Web sites • Generate specifications for Web sites and products • Design and produce materials and other graphics to meet identified goals • Develop marketing and promotional materials per client specifications • Prepare and submit files for uploading to the Web 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • One to three years of graphic design and production experience with at least six months of previous Web experience. A master's degree substitutes for two years' experience. • A portfolio showing some Web products • Knowledge of Web software and desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Web Graphic Designer 2	Under supervision of project manager or senior graphic designers, coordinates with team of writers, editors, and graphic artists to produce Web sites, Web pages, and other Web products. Acts as liaison with webmasters and vendors.	<ul style="list-style-type: none"> • Conceptualize, design, and create Web pages and Web sites • Generate specifications for Web sites and products • Design and produce materials and other graphics to meet identified goals • Develop marketing and promotional materials per client specifications • Prepare and submit files for uploading to the Web 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Three to five years of graphic design and production experience with at least one year of previous Web experience. A master's degree substitutes for two years' experience. • A portfolio showing varied Web products communicating key messages • Knowledge of Web software and desktop publishing applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Web Production Artist 1	Coordinates with Web production artist in design and layout of Web site graphics.	<ul style="list-style-type: none"> • Produce layout of graphics according to established guidelines • Correct files according to editors' and proofreaders' marks • Prepare and submit files for posting on the 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • One to three years of graphic support experience • Extensive knowledge of desktop publishing software such as Adobe Acrobat, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress
Web Production Artist 2	Under supervision of senior graphics designer, coordinates with project managers, writers, and editorial staff to produce materials for Web sites. Serves as liaison with other Web designers, architects, and administrators.	<ul style="list-style-type: none"> • Generate guidelines for Web site graphics • Design and produce Web layouts • Assist in developing promotional graphics, including logos, for clients • Prepare and submit files for posting on the Web 	<ul style="list-style-type: none"> • Bachelor's degree in a related discipline • Three to five years of graphic design experience • Knowledge of desktop publishing and graphics applications including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, and QuarkXPress

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Web Site Architect 1	Under supervision of a project manager or corporate monitor, designs and codes superior technical solutions for client engagements.	<ul style="list-style-type: none"> • Utilize an understanding of technical and functional design requirements to design, code, and test technical e-business solutions and create prototypes for client engagements • Assist in physical and logical database design • Identify system deficiencies and recommend solutions for client engagements • Lead small teams of developers and assist in the enforcement of project and development deadlines • Write effective stored procedures and demonstrate proficiency with physical and logical database design • Understand advanced relational database concepts and possess demonstrated work experience with at least one relational database management system • Create effective XSL stylesheets and read and understand XML schemas • Remain current on Web development strategies, trends, and emerging technologies • Participate in internal training programs and work to attain appropriate professional certifications 	<ul style="list-style-type: none"> • At least a four-year degree and one to three years of experience in Web development or a related field • Proficiency in at least one of the following programming languages: Visual Basic, Java, or C++ • Proficiency in HTML and familiarity with XML/XSL • Understanding of client/server and Internet systems architectures • Familiarity with object and component methodology and technology • Understanding of DCOM/CORBA or equivalent
Web Site Architect 2	Under supervision of a project manager or corporate monitor, designs and codes superior technical solutions for client engagements.	<ul style="list-style-type: none"> • Create efficient and logical databases for clients • Recognize system deficiencies and implement effective technical solutions • Assist in the facilitation of team and client meetings • Employ many different database design techniques and demonstrate work experience with more than one relational database management system • Create XML schemas • Understand the benefits of various programming languages • Remain current on Web development strategies, trends, and emerging technologies • Participate in internal training programs and work to attain appropriate professional certifications 	<ul style="list-style-type: none"> • At least a four-year degree and three to five years of experience in Web development or a related field • Expert knowledge of at least one of the following programming languages: Visual Basic, Java, or C++ • Significant knowledge of client/server and Internet systems architectures • Understanding of complex database concepts as well as the implications of different database designs • Thorough understanding of HTML and browser-specific compatibility issues • Understanding of the benefits of the various design methodologies and object-oriented environments
Web Writer	Under the supervision of a senior Web writer or a project manager, assists with conceptualizing and creating content for Web sites. Should be able to create text for both technical and lay audiences.	<ul style="list-style-type: none"> • Participate in client meetings • Research, develop, and write materials for Web sites • Perform editing tasks including substantive editing, copyediting, and proofreading • Coordinate with editors and proofreaders to ensure accuracy in all text 	<ul style="list-style-type: none"> • Bachelor's degree in English, communications, or journalism, or a bachelor's degree in a substantive field with some experience in Web writing and editing • Familiarity with scientific and/or research terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with Web site formatting • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Word Processor	Assists in the creation and formatting of information for print materials, the Web, and databases using word processing software.	<ul style="list-style-type: none"> • Type and format copy as needed • Input changes requested by clients and editors • Create mail merge templates • Assist in updating databases • Assist in mailing publications and educational materials 	<ul style="list-style-type: none"> • High school diploma or equivalent • Basic knowledge of word processing applications including Microsoft Office

Labor Category Title	Description	Duties and Responsibilities	Minimum Requirements
Word Processor 1	Assists in production of letters, labels, and simple documents, and mailing of publications.	<ul style="list-style-type: none"> • Type and format letters, text, and labels as needed, under supervision of word processor 2 • Input changes requested by internal staff • Create or otherwise produce labels and mailing materials • Assist in updating databases • Assist in mailing publications and educational materials 	<ul style="list-style-type: none"> • High school diploma or equivalent • Some knowledge of word processing applications including Microsoft Office • Willingness to be trained
Word Processor 2	Assists in production of documents, reports, and client work, and mailing of publications.	<ul style="list-style-type: none"> • Type and format text as needed • Input changes requested by clients and editors • Create mail merge templates • Assist in updating databases • Assist in mailing publications and educational materials 	<ul style="list-style-type: none"> • High school diploma or equivalent • Extensive knowledge of word processing applications including Microsoft Office
Writer 1	Under supervision of a project manager or task order leader, conceptualizes and creates documents for conferences, meetings, workshops, or working groups. Documents include brochures, reports, fact sheets, kits, slide presentations, articles, speeches, conference materials, and meeting summaries.	<ul style="list-style-type: none"> • Perform literature and database searches or conduct interviews as required • Draft materials • Coordinate with editors and proofreaders to ensure accuracy in all documents • Revise materials based on client feedback 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's in a substantive discipline with demonstrated experience writing and editing or equivalent experience • Familiarity with health, medical, scientific, and/or research terms and various styles, including American Medical Association, Chicago, and U.S. Government Printing Office • Familiarity with good writing principles • Two to four years of experience, or a master's degree plus one year of experience, or a Ph.D. plus demonstrated writing skills • Proficiency with word processing software such as Microsoft Word • Proficiency with information research
Writer 2	Under supervision of a project manager or task order leader, conceptualizes and writes publications, materials, and documents for conferences, meetings, workshops, or working groups. Documents include brochures, reports, fact sheets, kits, slide presentations, articles, speeches, conference materials, and meeting summaries.	<ul style="list-style-type: none"> • Perform literature and database searches or conduct interviews as required • Create outlines • Conduct research and gather source materials • Draft materials • Coordinate with editors and proofreaders to ensure accuracy in all documents • Revise materials based on client feedback 	<ul style="list-style-type: none"> • Bachelor's degree in English or journalism, or a bachelor's degree in a substantive discipline with demonstrated experience writing and editing or equivalent experience • Familiarity with health, medical, scientific and/or research terms and various styles, including American Medical Association, Associated Press, Chicago, and U.S. Government Printing Office • Familiarity with plain language writing principles • Four to six years of experience, or a master's degree plus two years' experience, or a Ph.D. plus demonstrated writing skills • Proficiency in information research
Writer and Senior Editor	Provides writing and editing services across projects.	<ul style="list-style-type: none"> • Write text based on client requests and requirements • Rewrite text based on client feedback • Polish text written by others • Substantively edit publications for clarity, accuracy, and economy of thought • Ensure that tone of publication is appropriate for audience • Reorganize and critique graphics • Verify references • Coordinate development and production of publications • Monitor quality of work done by editors, copyeditors, and proofreaders • Provide copyediting and proofreading support 	<ul style="list-style-type: none"> • Bachelor's degree in communications or related field, or a bachelor's degree in a substantive field with writing and editing experience • Five to seven years of experience in medical and health writing and/or editing, including project management experience. A master's degree substitutes for two years' experience. A Ph.D. substitutes for five years' experience. • Familiarity with medical, health, scientific, and research concepts and terms • Familiarity with Microsoft Office and desktop publishing and graphics software • Familiarity with styles such as American Medical Association, Chicago, and U.S. Government Printing Office