

# IBM GSA MOBIS SCHEDULE

## GS-23F-7107H

Federal Supply Service  
Authorized Federal Supply Schedule Pricelist  
IBM Mission Oriented Business Integrated Services (MOBIS)

**Contract Period:** March 29, 2013 through September 30, 2017  
*Option Year 3*

**CLASS:** 8742

International Business Machines Corporation  
IBM Global Government Industry  
6710 Rockledge Drive  
Bethesda, Maryland 20817  
Telephone: 1-800-333-6705  
Fax: 1-888-520-0533

IBM website address for GSA Schedule Contract information:  
<http://www.ibm.com/easyaccess/gsa>

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage! A menu-driven database system. The Internet address for GSA Advantage! Is GSAAdvantage.gov

Business Size: Large

### 1. Awarded Special Item(s) Numbers:

#### 874-1 Integrated Consulting Services

Contractors shall provide expert advice and assistance in support of an agency's mission-oriented business functions. Services covered by this SIN include:

- Management or strategy consulting, including research, evaluations, studies, analyses, scenarios/simulations, reports, business policy and regulation development assistance, strategy formulation, and expert witness services
- Facilitation and related decision support services
- Survey services, using a variety of methodologies, including survey planning, design, and development; survey administration; data validation and analysis; reporting, and stakeholder briefings
- Advisory and assistance services in accordance with FAR 37.203

NOTE: Consulting services where the preponderance of work is specifically covered

under other GSA Schedules are not permitted under this SIN; please refer to the Scope of Work in Part I of the MOBIS solicitation for further information.

**874-4 Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration Learning Management, Internships -**

Proposed courses shall be commercially-available off-the-shelf training and/or educational courses that are delivered via an Instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Courses shall have a defined course title, length of time (i.e. hours, days, semesters, etc.), description of material to be taught (i.e. syllabi, table of contents, etc.), and whether materials are included in the price. (i.e. books, pamphlets, software, etc.). Support materials not included may be offered under SIN 874-5. C874-9

Proposed professional services shall be in support of planning, creating, and/or executing testing and test administration, learning management, internship, or development of new courses or subject matter delivered via an instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Proposed customization services are the result of planning, creating, and/or executing a proprietary format and may be priced as a flat rate or as Labor/hours using professional labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), Systems requirements and methodology(ies) to be used should be stated. Acquisition training will be accomplished under SIN 874-8. Functional industry-specific training covered under other schedules will not be accomplished under this SIN.

A customized course(s) shall include labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), and methodology(ies) to be used.

**874-6 Acquisition Management Support**

Contractors shall provide professional support services to agencies in conducting federal acquisition management activities. Services covered by this SIN are: acquisition planning assistance, including market research and recommending procurement strategy: acquisition document development, including cost/price estimates, quality assurance surveillance plans, statements of work, synopses, solicitations, price negotiation memoranda, etc.: expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis: contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies: contract close-out assistance; Competitive Sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies. Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited under MOBIS. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and

address those, prior to task order award. For more information, see [www.gsa.gov/mobis](http://www.gsa.gov/mobis).

#### **874 7 Integrated Business Program Support Services:**

Contractors shall provide services to assist agencies in managing their mission-oriented business projects or programs and achieving mission performance goals. Services covered by this SIN include:

- All phases of program or project management, from planning to closeout
- Operational/administrative business support services in order to carry out program objectives

NOTE 1: Program support services where the preponderance of work is specifically covered under other GSA Schedules are not permitted under this SIN; please refer to the Scope of Work in Part I of the MOBIS solicitation for further information.

NOTE 2: Administrative support services are authorized under this SIN; however, they must be provided in conjunction with other professional business services covered under this Schedule and must be performed under the supervision of the contractor's Project or Program Manager. Personal services as defined in FAR are prohibited under MOBIS..

### **GSA MOBIS Terms and Conditions**

#### **Information for Ordering Agencies**

##### **2. Maximum Order**

The maximum order limit for this contract is \$1,000,000. Notwithstanding this limit, agencies may place and IBM may honor orders exceeding this limit in accordance with FAR 8.404.

##### **3. Minimum Order**

There is a \$100 minimum dollar value limitation on orders placed under this schedule.

##### **4. Geographic Scope of Contract**

For all Special Items, the geographic scope of this Contract is the 50 United States and the District of Columbia. On a case-by-case basis IBM will perform Services to overseas US Government locations which are in support of national or mutual defense operations (including US Embassies), and to locations which support the national interest of the United States.

##### **5. Point of Production/ Ordering Address**

Orders should be mailed to the address shown below:

IBM Corporation  
Global Government Industry  
Distribution Center  
6710 Rockledge Drive

Bethesda, Maryland 20817  
Telephone: 1-888-333-6705

Alternatively, the Government may fax orders to - 1-888-520-0533

**6. Discounts**

IBM MOBIS Labor Rates are net price, and include the GSA Industrial Funding Fee

**7. Quantity Discount**

Discounting may apply at the order level as outlined under FAR 8.405-2.

**8. Prompt Payment Terms**

Not Applicable under this GSA Schedule

**9a, 9b Government Purchase Cards/Credit Cards**

IBM will accept credit card orders of \$250,000 or less (subject to the individual user's credit card limit).

**10. Foreign Items**

Not applicable.

**11a. Time of Delivery/ Delivery Schedule**

Work on delivery orders shall begin at a time mutually agreed to by IBM and the agency ordering the services. Completion of performance shall be in accordance with the Schedule established by the contracting officer of the ordering agency in the delivery order.

**11d. Urgent Requirements**

Agencies may contact IBM at 1-888-333-6705 to reach an IBM representative.

**12. F.O.B Points**

IBM provides Services under the Schedule.

**13a. Ordering Address**

See Item 5 above.

**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**

Payment should be remitted to one of the following addresses:

**ACH Payments:**

IBM Corporation  
C/O PNC Bank Lockbox IBM# 643584  
500 First Avenue

Pittsburgh, PA 15219  
Attn: Lockbox IBM# 643584 (877)762-0830  
ABA: 043000096 ct#: 1017305745

**Mail:**

IBM Corporation  
Lockbox 643584  
P.O. Box 643584  
Pittsburgh, PA 15264-3584

**15. Warranty**

For each IBM Service, IBM warrants that it will be performed:

1. In a workmanlike manner; and
2. According to a mutually agreeable Statement of Work

THESE WARRANTIES REPLACE ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

Unless specified otherwise, materials and non-IBM Services are provided on an “AS IS” basis

**16. Export Packing Charges**

Not applicable

**17. Additional Terms and Conditions for Services**

**17.1 State and Local Taxes**

IBM’s pricelist does not include applicable state and local taxes and duties. Such taxes and duties, if any, will be separately stated on IBM’s invoice(s) to the Government, unless state and local law forbids passing the tax or duty on to the Government as a separately stated element of the price. The Government agrees to pay IBM amounts equal to such taxes and duties or provide sufficient evidence to sustain an exemption.

**17.2 Use of Schedule by Other Government Activities**

IBM may honor orders under this Contract from authorized Federal Government prime contractors who furnish to IBM written evidence attached to each order that they are authorized by the Government to procure from Schedule Contracts. Federal Government Prime Contractors authorized to order under this Schedule contract must comply with the provisions of the Federal Acquisition Regulations contained in Part 51-Use of Government Sources by Contractors. Government contractors should refer to FAR 51.101, Policy, and FAR 51.103, Ordering from Government Supply Sources.

**17.3 Travel Expense Reimbursement**

Costs for transportation and per diem (lodging, meals and incidental expenses) are directly reimbursable by the ordering agency, in accordance with the Federal Travel Regulations (FAR 31.205-46). Not-to-Exceed (NTE) amounts will be negotiated with the agency prior to the acceptance of each delivery order. Travel time is billable at the same hourly rates as set forth in the Services price list. G&A will be added to travel charges, in accordance with IBM cost accounting disclosure statement. Mileage for travel shall be reimbursed in accordance with the federal travel regulations or the joint travel regulations, as applicable.

#### **17.4 Personnel**

IBM will try to honor the Government's requests regarding the assignment of our personnel to your project. However, we reserve the right to determine the assignment of our personnel.

In recognition of the fact that IBM personnel provided to the Government under this contract may perform similar services from time to time for others, this contract shall not prevent us from performing such similar services or restrict us from using the personnel provided to the Government under this contract.

IBM is responsible for the supervision, direction, control and compensation of our respective personnel. Services may be performed by both IBM personnel and subcontracted non-IBM personnel. All Services will be billed at the hourly rates identified in this MOBIS Contract, regardless of the personnel used to perform such services.

Professional Services may be performed by both IBM personnel and subcontracted non-IBM personnel. IBM will provide Professional Services personnel with the necessary skills.

#### **17.5 Security Requirements**

In the event security requirements are necessary, ordering activities may incorporate in their delivery orders a security clause in accordance with current laws, regulations, and individual agency policy.

#### **17.6 Data Privacy**

The Government agrees to allow IBM and its Subsidiaries to store and use your contact information, including names, phone numbers, and business e-mail addresses, anywhere they do business. Such information will be processed and used in connection with our business relationship and may be provided to contractors, IBM Business Partners, and assignees of IBM and its Subsidiaries for uses consistent with their collective business activities, including communicating with you (for example, for processing orders, for promotions, and for market research).

### **17.7 Prompt Payment (FAR 52.232.25)**

The provisions of FAR clause 52.232-25 apply to this schedule contract.

### **17.8 Effective Date of Orders**

Any order issued during the effective period of this contract may specify a period of performance that extends beyond the expiration date of this contract. IBM shall complete all schedule orders within the time specified in the order, or as mutually agreed between IBM and the ordering agency. Those task orders that have a period of performance beyond this contract will continue to be governed by all the terms and conditions in the contract and any other special ordering procedures pursuant to FAR Part 8.4.

### **17.9 Terms, Conditions, and Prices**

The terms, conditions, and prices of this published MOBIS Schedule pricelist shall apply in lieu of any other terms, conditions, and prices which may be set forth in any order placed under this contract except as may be otherwise agreed to by both IBM and the user agency.

### **17.10 Materials Ownership and License**

IBM will specify materials to be delivered to the Government. They will be identified as being "Type I Materials," "Type II Materials," or otherwise as mutually agreed upon. If not specified, Materials will be considered Type II Materials.

Type I Materials are those materials created by IBM during the Service performance period in which the Government will have all right, title and interest (including ownership of copyright), IBM wishes to retain one copy of the materials. IBM proposes the Government grant IBM 1) an irrevocable, nonexclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, distribute (internally and externally) copies of, and prepare derivative works based on these materials, within the Government or to authorized users of the Schedule and 2) the right to authorize others to do any of the former. With respect to data or material of proprietary nature, IBM will safeguard the data or materials in accordance with the terms of a mutually agreeable Confidential Disclosure Agreement.

Type II Materials are those, created during the Service performance period or otherwise (such as those that preexist the Service), in which IBM or third parties have all right, title and interest (including ownership of copyright). IBM will deliver one copy of the specified Materials to the Government. IBM grants the Government an irrevocable, nonexclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, and distribute, within the Government agency, copies of Type II Materials.

Both IBM and Government agree to reproduce the copyright notice and any other legend of ownership on any copies made under the license granted under this item.

### **17.11 Inspection/Acceptance of the Service**

FAR clause 52.212-4 (a) applies, however, IBM will inform the Government when the Completion Criteria of the Service has been met. The Government has 10 days to inform

IBM if they believe this criteria has not been met. The project will be considered complete when IBM meets the Completion Criteria.

#### **17.12 Patent Indemnity**

For purposes of this clause, the term “Product” includes Materials (alone or in combination with Products we provide to the Government as a system) and Licensed Internal Code.

If a third party claims that a product IBM provides to the Government infringes that party’s patent or copyright, IBM will indemnify the Government, its officers, agents, and employees against liability, at IBM’s expense, and pay all costs, damages, and attorney fees that a court finally awards provided that the Government:

- A. Notifies IBM in writing of the claim, as soon as practicable; and
- B. Gives IBM such opportunity as is offered by applicable laws, rules, or regulations to participate in the defense thereof. The Government shall make every effort to permit IBM to fully participate in the defense and/or in any settlement of such claim.

However, IBM understands that such participation will be under the control of the Department of Justice.

If such a claim is made or appears likely to be made, the Government agrees to permit IBM to enable the Government to continue to use the Product, or to modify it, or replace it with one that is at least functionally equivalent. If IBM determines that none of these alternatives is reasonably available, the Government agrees to return the Product to IBM on IBM’s written request. IBM will then give the Government a credit equal to the Government’s net book value for the Product, provided the Government has followed generally-accepted accounting principals. This is subject to Government’s right to require continued use of the programs pursuant to the provisions of 28USC1498. In the event of such continued use, the Government shall notify IBM in writing of its election to continue use and agrees to undertake at the Government’s expense the defense of any action against the Government and to indemnify IBM with respect to all costs, damages, and attorneys’ fees attributed to such continued use after such notice is given to IBM; it being understood that IBM may participate at its expense in the defense of any such action if such claim is against IBM.

Claims for which IBM is not responsible:

IBM has no obligation regarding any claim based on any of the following:

- A. The Government’s modification of a Product, or a Program’s use in other than its Specified Operating Environment;
- B. The combination, operation, or use of a Product with any product, data, or apparatus that IBM did not provide; or
- C. Infringement by a non-IBM Product alone, as opposed to its combination with Products IBM provided to the Government as a system.

The foregoing states the entire obligation of IBM with respect to infringement of patents or copyrights.

#### **17.13 Limitation of Liability**

Circumstances may arise where, because of a default on IBM's part or other liability, the Government is entitled to recover damages from IBM. In each such instance, regardless of the basis on which the Government is entitled to claim damages from IBM (including fundamental breach, negligence, misrepresentation, or other contract or tort claim), IBM is liable only for:

- A. Payments referred to in our patents and copyrights terms as described above;
- B. Damages for bodily injury (including death) and damage to real property and tangible personal property; and
- C. The amount of any other actual direct damages or loss, up to the greater of \$100,000 or the charges for the Service that is subject of the claim.

This limit also applies to any of our subcontractors. It is the maximum for which IBM and our subcontractors are collectively responsible.

Items for which IBM is not liable:

Under no circumstance is IBM or our subcontractors liable for any of the following:

- A. Third party claims against the Government for losses or damages (other than those under the items 1 and 2 above).
- B. Loss of, or damage to, the Government's records or data; or
- C. Special, incidental, or indirect damages or for any economic consequential damages (including lost profits or savings), even if IBM is informed of their possibility.

#### **17.14 Complete Agreement**

IBM's Mobis Schedule, its Published Terms, and any RFP, Proposal and Statement of Work issued against the Contract constitute the complete Agreement of the parties and supersede all prior communications, agreement or understandings on this subject.

Any terms of this Agreement which by their nature extend beyond the Agreement termination remain in effect until fulfilled.

#### **18. DUNS Number, Tax ID Number and Cage Code**

The DUNS number applicable to this contract is: 835130485. IBM's tax ID number is 13-0871985. The CAGE code for orders placed at 6710 Rockledge Drive, Bethesda, MD is 3BXY7.

## Labor Rates

### IBM GSA MOBIS Schedule, GS-23F-7107H

Awarded Labor Category	Rates Effective March 29, 2013 - September 30, 2013	Rates Effective October 1, 2013 - September 30, 2014	Rates Effective October 1, 2014 - September 30, 2015	Rates Effective October 1, 2015 - September 30, 2016	Rates Effective October 1, 2016 - September 30, 2017
Project Executive	\$ 339.00	\$ 348.83	\$ 358.95	\$ 369.72	\$ 380.81
Functional Specialist/SME II	\$ 319.00	\$ 328.25	\$ 337.77	\$ 347.90	\$ 358.34
Functional Specialist/SME I	\$ 223.00	\$ 229.47	\$ 236.12	\$ 243.21	\$ 250.50
Director	\$ 261.00	\$ 268.57	\$ 276.36	\$ 284.65	\$ 293.19
Senior Manager	\$ 209.00	\$ 215.06	\$ 221.30	\$ 227.94	\$ 234.77
Manager	\$ 174.00	\$ 179.05	\$ 184.24	\$ 189.77	\$ 195.46
Program Support	\$ 163.00	\$ 167.73	\$ 172.59	\$ 177.77	\$ 183.10
Consultant III	\$ 138.00	\$ 142.00	\$ 146.12	\$ 150.50	\$ 155.02
Consultant II	\$ 112.00	\$ 115.25	\$ 118.59	\$ 122.15	\$ 125.81
Consultant I	\$ 86.00	\$ 88.49	\$ 91.06	\$ 93.79	\$ 96.61
Project Assistance	\$ 77.00	\$ 79.23	\$ 81.53	\$ 83.98	\$ 86.50
Administrative Support	\$ 58.00	\$ 59.68	\$ 61.41	\$ 63.26	\$ 65.15
Interviewer	\$ 40.00	\$ 41.16	\$ 42.35	\$ 43.62	\$ 44.93

*The Service Contract Act (SCA) is applicable to this contract as it applies to the entire 874: MOBIS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when SCA labor categories / employees are added to the contract, an SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number.*

## Labor Category and Descriptions

### **Title: Project Executive**

Functional Responsibility: Represents IBM as the executive with overall responsibility for the project and can take action on behalf of the company appropriate to achieve the project objectives.

Education and Experience: This resource is a partner or senior executive in the company and has an advanced degree in management, finance, public administration or related field with a minimum of seven years experience in program management dealing with the highest levels of client executive leadership and a minimum of ten years of experience in overall project delivery. This resource holds a leadership position with the company.

### **Title: Functional Specialist/Subject Matter Expert II**

Functional Responsibility: Provides expertise, guidance, consultation, facilitation, training, change management, thought leadership, and education to the client and/or project team based on specialized deep expertise in such fields as technology, science, public policy and administration, and management.

Education and Experience: This resource has a bachelor's degree or higher and depending on the subject area, a minimum of ten years of specialized experience with a deep understanding of and expertise in his/her subject area. The resource may have published in professional journals or have been invited to speak professionally in their area of expertise.

### **Title: Functional Specialist/Subject Matter Expert I (NEW)**

Functional Responsibility: Provides expertise, guidance, consultation, facilitation, training, change management, and education to the client and/or project team based on specialized expertise in such fields as technology, science, public policy and administration, and management.

Education and Experience: This resource has a bachelor's degree or higher and depending on the subject area, a minimum of five years of specialized experience with a deep understanding of and expertise in his/her subject area.

### **Title: Director**

Functional Responsibility: Provides leadership and overall direction for concurrent multiple small projects within a single large organization, or serves as the project manager of a single large program containing multiple task elements. Coordinates IBM and subcontractor personnel, services and products from a variety of functional areas. Applies industry as well as training, change management, technical, functional, and project management expertise. Works with senior executives in the client organization.

Education and Experience: This resource has an advanced degree in public policy, public administration, or management science and has a minimum of three years of relevant experience in consulting or program or project management related to a planning, administration, finance or technology function.

### **Title: Senior Manager**

Functional Responsibility: Provides day-to-day management direction and leadership for projects comprised of several work streams. Coordinates and directs the activities of other consultants and provides direct consulting support (including but not limited to Functional, Technical, Training/Facilitation, and Change Management responsibilities) and expertise to clients, including the resolution of project issues, quality control of deliverables, and the presentation of project findings and results to client management.

Education and Experience: This resource has an advanced degree in public policy, public administration, or management science and has a minimum of five years of relevant experience in consulting or program or project management related to a planning, administration, finance or technology function.

**Title: Manager**

Functional Responsibility: Provides day-to-day project management for smaller projects or is the team lead for a work stream within a larger project. Coordinates and directs the activities of junior consultants and provides direct consulting support (including but not limited to Functional, Technical, Training/Facilitation, and Change Management responsibilities) and expertise to clients including the identification of project issues, reviewing elements of deliverables developed by others, and the presentation of project findings and results to lower levels of client management.

Education and Experience: Has an advanced degree in public policy, public administration, or management science and has a minimum of three years of relevant experience in consulting or program management related to oversight, planning, administration, finance, or technology implementation.

**Title: Program Support**

Functional Responsibility: Provides periodic support to the project team and client in the conduct of various activities related to project risk management, contract administration, project planning, and performance measurement.

Education and Experience: This resource has an undergraduate degree in finance, business, public policy and administration, or management science and a minimum of three years of relevant business or program management/administration experience.

**Title: Consultant III**

Functional Responsibility: Leads data-gathering and analysis, conducts research, develops databases and spreadsheets, creates process flow diagrams, drafts project reports, training materials, and other deliverables, performs instructional design and multi-media responsibilities and performs training and knowledge sharing.

Education and Experience: This resource has an undergraduate degree with a minimum of three years of relevant professional consulting experience, as well as other related experience working in complex organizations in a leadership role.

**Title: Consultant II**

Functional Responsibility: Gathers data for more senior team members, conducts Internet and document research, manages team databases and knowledge repositories, takes notes during meetings and interviews, drafts process flow diagrams, contributes to project reports, training materials, and other deliverables, and performs instructional design and multi-media responsibilities and performs training and knowledge sharing.

Education and Experience: This resource has an undergraduate degree with a minimum of two years experience in a relevant professional position in a complex organization.

**Title: Consultant I**

Functional Responsibility: Assists project team members with data gathering and research, organizes data and project documents, and assists project manager in the development of deliverables, and supports development of process flow diagrams, project reports, training materials, instructional design, multi-media, and other deliverables.

Education and Experience: This resource has an undergraduate degree with a minimum of one year experience in a relevant professional position.

**Title: Project Assistant**

Functional Responsibility: Assists project team members with routine data gathering and research activities, organizes data and project documents, and assists project manager in project administration activities.

Education and Experience: This resource has an associate degree, some college level courses or technical training in a relevant field, or two years of experience in a relevant professional position.

**Title: Administrative Support**

Functional Responsibility: Assists project staff in organizing and managing project documents; assists project management with general computer, financial, editing, word processing, graphics, and administrative activities.

Education and Experience: This resource has an associate degree, some college level courses or technical training, or two years of experience in a relevant professional position.

**Title: Interviewer**

Functional Responsibility: Conducts telephone interviews in support of Survey Research Center projects.

Education and Experience: This resource has a high school diploma with one or more years experience in dealing with the public.

**DEGREE SUBSTITUTION**

The Skill Descriptions above describe the functional responsibilities, education and experience requirements for each labor category. This serves as a guide to the experience and educational background of personnel typically found in each labor category.

However, the experience of a resource is often a valid substitute for education. In addition, certifications and professional licenses achieved by a resource are a validation of the professional skill levels and experience within that resources' area of expertise.

With this noted, the following chart indicates where experience or 'other equivalences' may be substituted for the degree attained by a resource. Where there is experience equivalence, this equivalence is in addition to the minimal experience indicated in the Skill Description.

**Substitution Table**

<b>Degree</b>	<b>Experience Equivalence</b>	<b>Other Equivalence</b>
Bachelors	Associate degree +2 years relevant experience	Professional certifications such as (Project Management, Lean Sigma, or ITIL)
Masters (Advanced degree)	Bachelors +2 years relevant experience, or Associate + 4 years relevant experience	Masters Certificate or Professional license
Doctorate (Advanced degree)	Masters + 2 years relevant experience, or Bachelors + 4 years relevant experience	

\* Successful completion of higher education which has not yet resulted in a degree may be counted as 1 for 1 year's of experience for each year of college completed.