GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE CATALOG/PRICE LIST

SCHEDULE TITLE: MULTIPLE AWARD SCHEDULE (MAS)
FSC GROUP: INFORMATION TECHNOLOGY; FSC/PSC CODE D399
FSC GROUP: SECURITY AND PROTECTION; FSC/PSC CODE: R425
FSC GROUP: PROFESSIONAL SERVICES; FSC/PSC CODE: R408

SIN 54151S INFORMATION TECHNOLOGY PROFESSIONAL SERVICES
SIN 541990L PROFESSIONAL LAW ENFORCEMENT SERVICES
SIN 541611 ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING
SIN ANCILLARY ANCILLARY SUPPLIES AND SERVICES
SIN OLM ORDER LEVEL MATERIALS

ARDENT TECHNOLOGIES, INC.
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CAGE Code: 3YKS5  DUNS: 01-611-2646
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Web: www.ardentinc.com

Contract Number: GS35F241CA


General Services Administration
Federal Supply Service

Pricelist current through Modification PO-0017 (Effective August 18, 2021).

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.fss.gsa.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 micropurchase 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) contain 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 micropurchase threshold, customers are to give preference to small business concerns when two or more items at the same delivered price will satisfy their requirement.

1. Geographic Scope of Contract:
   Domestic delivery is delivery within the 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. Territories. Domestic delivery also includes a port or consolidation point, within the aforementioned areas, for orders received from overseas activities.
   Overseas delivery is delivery to points outside of the 48 contiguous states, Washington, DC, Alaska, Hawaii, Puerto Rico, and U.S. Territories.

Offerors are requested to check one of the following boxes:

[ ] The Geographic Scope of Contract will be domestic and overseas delivery.
[ ] The Geographic Scope of Contract will be overseas delivery only.
[X] The Geographic Scope of Contract will be domestic delivery only.

2. Contractor's Ordering Address and Payment Information:
   Contractors are required to accept credit cards for payments equal to or less than the micro-purchase threshold for oral or written delivery orders. Credit cards will be acceptable for payment above the micro-purchase threshold. In addition, bank account information for wire transfer payments will be shown on the invoice.

   The following telephone number(s) can be used by ordering activities to obtain technical and/or ordering assistance: 937-312-1345

3. LIABILITY FOR INJURY OR DAMAGE
   The Contractor shall not be liable for any injury to ordering activity personnel or damage to ordering activity property arising from the use of equipment maintained by the Contractor, unless such injury or damage is due to the fault or negligence of the Contractor.

4. Statistical Data for Government Ordering Office Completion of Standard Form 279:
   Block 9: G. Order/Modification Under Federal Schedule
   Block 16: Data Universal Numbering System (DUNS) Number: 016112646
   Block 30: Type of Contractor – Other Small Business

   3
Block 31: Woman-Owned Small Business - No
Block 36: Contractor's Taxpayer Identification Number (TIN): 31-1692371

4a. CAGE Code: 3YKS5
4b. Contractor has registered with the Central Contractor Registration Database.

5. **FOB Destination**

6. **DELIVERY SCHEDULE**

a. **TIME OF DELIVERY:** The Contractor shall deliver to destination within the number of calendar days after receipt of order (ARO), as set forth below:

<table>
<thead>
<tr>
<th>SPECIAL ITEM NUMBER</th>
<th>DELIVERY TIME (Days ARO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>As negotiated with ordering agency</td>
</tr>
<tr>
<td>541990L</td>
<td>As negotiated with ordering agency</td>
</tr>
<tr>
<td>541611</td>
<td>As negotiated with ordering agency</td>
</tr>
<tr>
<td>ANCILLARY</td>
<td>As negotiated with ordering agency</td>
</tr>
<tr>
<td>OLM</td>
<td>As negotiated with ordering agency</td>
</tr>
</tbody>
</table>

b. **URGENT REQUIREMENTS:** When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering activity, ordering activities are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering activity, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

7. **Discounts:** Prices shown are NET Prices; Basic Discounts have been deducted.

a. Prompt Payment: None; 0% net 30 days
b. Quantity: None
c. Dollar Volume: None
d. Government Educational Institutions offered the same discounts as all other government customers.
e. Other: None

8. **Trade Agreements Act of 1979, as amended:**

All items are U.S. made end products, designated country end products, Caribbean Basin country end products, Canadian end products, or Mexican end products as defined in the Trade Agreements Act of 1979, as amended.

9. **Statement Concerning Availability of Export Packing:** None, Not Applicable

10. **Small Requirements:** The minimum dollar value of orders to be issued is $100.00.

11. **Maximum Order (All dollar amounts are exclusive of any discount for prompt payment.)**

a. The Maximum Order value for the following Special Item Numbers (SINs) is $1,000,000;
Special Item Number 541611 - Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services

The Maximum Order value for the following Special Item Numbers (SINs) is $500,000:
Special Item Number 54151S - Information Technology (IT) Professional Services

The Maximum Order value for the following Special Item Numbers (SINs) is $250,000:
Special Item Number 541990L – Professional Law Enforcement Services
Special Item Number OLM – Order Level Materials
Special Item Number ANCILLARY – Ancillary Supplies and Services

12. ORDERING PROCEDURES FOR FEDERAL SUPPLY SCHEDULE CONTRACTS

Ordering activities shall use the ordering procedures of Federal Acquisition Regulation (FAR) 8.405 when placing an order or establishing a BPA for supplies or services. These procedures apply to all schedules.

a. FAR 8.405-1 Ordering procedures for supplies, and services not requiring a statement of work.
b. FAR 8.405-2 Ordering procedures for services requiring a statement of work.

13. FEDERAL INFORMATION TECHNOLOGY/TELECOMMUNICATION STANDARDS REQUIREMENTS: ordering activities acquiring products from this Schedule must comply with the provisions of the Federal Standards Program, as appropriate (reference: NIST Federal Standards Index). Inquiries to determine whether or not specific products listed herein comply with Federal Information Processing Standards (FIPS) or Federal Telecommunication Standards (FED-STDs), which are cited by ordering activities, shall be responded to promptly by the Contractor.

13.1 FEDERAL INFORMATION PROCESSING STANDARDS PUBLICATIONS (FIPS PUBS): Information Technology products under this Schedule that do not conform to Federal Information Processing Standards (FIPS) should not be acquired unless a waiver has been granted in accordance with the applicable "FIPS Publication." Federal Information Processing Standards Publications (FIPS PUBS) are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Information concerning their availability and applicability should be obtained from the National Technical Information Service (NTIS), 5285 Port Royal Road, Springfield, Virginia 22161. FIPS PUBS include voluntary standards when these are adopted for Federal use. Individual orders for FIPS PUBS should be referred to the NTIS Sales Office, and orders for subscription service should be referred to the NTIS Subscription Officer, both at the above address, or telephone number (703) 487-4650.

13.2 FEDERAL TELECOMMUNICATION STANDARDS (FED-STDs): Telecommunication products under this Schedule that do not conform to Federal Telecommunication Standards (FED-STDs) should not be acquired unless a waiver has been granted in accordance with the applicable "FED-STD." Federal Telecommunication Standards are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Ordering information and information concerning the availability of FED-STDs should be obtained from the GSA, Federal Supply Service, Specification Section, 470 East L’Enfant Plaza, Suite 8100, SW, Washington, DC 20407, telephone number (202) 619-8925. Please include a self-addressed mailing label when requesting information by mail. Information concerning their applicability can be obtained by writing or calling the U.S. Department of Commerce, National Institute of Standards and Technology, Gaithersburg, MD 20899, telephone number (301) 975-2833.

14. CONTRACTOR TASKS / SPECIAL REQUIREMENTS (C-FSS-370) (NOV 2001)

(a) Security Clearances: The Contractor may be required to obtain/possess varying levels of security clearances in the performance of orders issued under this contract. All costs associated with obtaining/possessing such security clearances should be factored into the price offered under the Multiple Award Schedule.
(b) Travel: The Contractor may be required to travel in performance of orders issued under this contract. Allowable travel and per diem charges are governed by Pub. L. 99-234 and FAR Part 31, and are reimbursable by the ordering agency or can be priced as a fixed price item on orders placed under the Multiple Award Schedule. The Industrial Funding Fee does NOT apply to travel and per diem charges.

NOTE: Refer to FAR Part 31.205-46 Travel Costs, for allowable costs that pertain to official company business travel in regards to this contract.

(c) Certifications, Licenses and Accreditations: As a commercial practice, the Contractor may be required to obtain/possess any variety of certifications, licenses and accreditations for specific FSC/service code classifications offered. All costs associated with obtaining/possessing such certifications, licenses and accreditations should be factored into the price offered under the Multiple Award Schedule program.

(d) Insurance: As a commercial practice, the Contractor may be required to obtain/possess insurance coverage for specific FSC/service code classifications offered. All costs associated with obtaining/possessing such insurance should be factored into the price offered under the Multiple Award Schedule program.

(e) Personnel: The Contractor may be required to provide key personnel, resumes or skill category descriptions in the performance of orders issued under this contract. Ordering activities may require agency approval of additions or replacements to key personnel.

(f) Organizational Conflicts of Interest: Where there may be an organizational conflict of interest as determined by the ordering agency, the Contractor’s participation in such order may be restricted in accordance with FAR Part 9.5.

(g) Documentation/Standards: The Contractor may be requested to provide products or services in accordance with rules, regulations, OMB orders, standards and documentation as specified by the agency’s order.

(h) Data/Deliverable Requirements: Any required data/deliverables at the ordering level will be as specified or negotiated in the agency’s order.

(i) Government-Furnished Property: As specified by the agency’s order, the Government may provide property, equipment, materials or resources as necessary.

(j) Availability of Funds: Many Government agencies’ operating funds are appropriated for a specific fiscal year. Funds may not be presently available for any orders placed under the contract or any option year. The Government’s obligation on orders placed under this contract is contingent upon the availability of appropriated funds from which payment for ordering purposes can be made. No legal liability on the part of the Government for any payment may arise until funds are available to the ordering Contracting Officer.

(k) Overtime: For professional services, the labor rates in the Schedule should not vary by virtue of the Contractor having worked overtime. For services applicable to the Service Contract Act (as identified in the Schedule), the labor rates in the Schedule will vary as governed by labor laws (usually assessed a time and a half of the labor rate).

15. CONTRACT ADMINISTRATION FOR ORDERING ACTIVITIES: Any ordering activity, with respect to any one or more delivery orders placed by it under this contract, may exercise the same rights of termination as might the GSA Contracting Officer under provisions of FAR 52.212-4, paragraphs (l) Termination for the ordering activity’s convenience, and (m) Termination for Cause (See 52.212-4)

16. GSA Advantage!

GSA Advantage! is an on-line, interactive electronic information and ordering system that provides on-line access to vendors' schedule prices with ordering information. GSA Advantage! will allow the user to perform various searches across all contracts including, but not limited to:
(1) Manufacturer;
(2) Manufacturer's Part Number; and
(3) Product categories.

Agencies can browse GSA Advantage! by accessing the Internet World Wide Web utilizing a browser (ex.: NetScape). The Internet address is http://www.gsaadvantage.gov/

17. PURCHASE OF OPEN MARKET ITEMS

NOTE: Open Market Items are also known as incidental items, noncontract items, non-Schedule items, and items not on a Federal Supply Schedule contract. ODCs (Other Direct Costs) are not part of this contract and should be treated as open market purchases. Ordering Activities procuring open market items must follow FAR 8.402(f).

For administrative convenience, an ordering activity contracting officer may add items not on the Federal Supply Multiple Award Schedule (MAS) -- referred to as open market items -- to a Federal Supply Schedule blanket purchase agreement (BPA) or an individual task or delivery order, only if-

(1) All applicable acquisition regulations pertaining to the purchase of the items not on the Federal Supply Schedule have been followed (e.g., publicizing (Part 5), competition requirements (Part 6), acquisition of commercial items (Part 12), contracting methods (Parts 13, 14, and 15), and small business programs (Part 19));
(2) The ordering activity contracting officer has determined the price for the items not on the Federal Supply Schedule is fair and reasonable;
(3) The items are clearly labeled on the order as items not on the Federal Supply Schedule; and
(4) All clauses applicable to items not on the Federal Supply Schedule are included in the order.

18. CONTRACTOR COMMITMENTS, WARRANTIES AND REPRESENTATIONS

a. For the purpose of this contract, commitments, warranties and representations include, in addition to those agreed to for the entire schedule contract:

(1) Time of delivery/installation quotations for individual orders;
(2) Technical representations and/or warranties of products concerning performance, total system performance and/or configuration, physical, design and/or functional characteristics and capabilities of a product/equipment/ service/software package submitted in response to requirements which result in orders under this schedule contract.
(3) Any representations and/or warranties concerning the products made in any literature, description, drawings and/or specifications furnished by the Contractor.

b. The above is not intended to encompass items not currently covered by the GSA Schedule contract.

19. OVERSEAS ACTIVITIES

The terms and conditions of this contract shall apply to all orders for installation, maintenance and repair of equipment in areas listed in the pricelist outside the 48 contiguous states and the District of Columbia, except as indicated below:

None

Upon request of the Contractor, the ordering activity may provide the Contractor with logistics support, as available, in accordance with all applicable ordering activity regulations. Such ordering activity support will be provided on a reimbursable basis, and will only be provided to the Contractor's technical personnel whose services are exclusively required for the fulfillment of the terms and conditions of this contract.
20. **BLANKET PURCHASE AGREEMENTS (BPAs)**

The use of BPAs under any schedule contract to fill repetitive needs for supplies or services is allowable. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPA and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). Ordering activities shall follow FAR 8.405-3 when creating and implementing BPA(s).

21. **CONTRACTOR TEAM ARRANGEMENTS**

Contractors participating in contractor team arrangements must abide by all terms and conditions of their respective contracts. This includes compliance with Clauses 552.238-74, Industrial Funding Fee and Sales Reporting, i.e., each contractor (team member) must report sales and remit the IFF for all products and services provided under its individual contract.

22. **INSTALLATION, DEINSTALLATION, REINSTALLATION**

The Davis-Bacon Act (40 U.S.C. 276a-276a-7) provides that contracts in excess of $2,000 to which the United States or the District of Columbia is a party for construction, alteration, or repair (including painting and decorating) of public buildings or public works with the United States, shall contain a clause that no laborer or mechanic employed directly upon the site of the work shall received less than the prevailing wage rates as determined by the Secretary of Labor. The requirements of the Davis-Bacon Act do not apply if the construction work is incidental to the furnishing of supplies, equipment, or services. For example, the requirements do not apply to simple installation or alteration of a public building or public work that is incidental to furnishing supplies or equipment under a supply contract. However, if the construction, alteration or repair is segregable and exceeds $2,000, then the requirements of the Davis-Bacon Act applies.

The ordering activity issuing the task order against this contract will be responsible for proper administration and enforcement of the Federal labor standards covered by the Davis-Bacon Act. The proper Davis-Bacon wage determination will be issued by the ordering activity at the time a request for quotations is made for applicable construction classified installation, deinstallation, and reinstallation services under SIN 54151S or 132-9.

23. **SECTION 508 COMPLIANCE.**

If applicable, Section 508 compliance information on the supplies and services in this contract are available in Electronic and Information Technology (EIT) at the following:

www.ardentinc.com

The EIT standard can be found at: www.Section508.gov/.

24. **PRIME CONTRACTOR ORDERING FROM FEDERAL SUPPLY SCHEDULES.**

Prime Contractors (on cost reimbursement contracts) placing orders under Federal Supply Schedules, on behalf of an ordering activity, shall follow the terms of the applicable schedule and authorization and include with each order —

(a) A copy of the authorization from the ordering activity with whom the contractor has the prime contract (unless a copy was previously furnished to the Federal Supply Schedule contractor); and

(b) The following statement:

This order is placed under written authorization from _______ dated _______. In the event of any inconsistency between the terms and conditions of this order and those of your Federal Supply Schedule contract, the latter will govern.

25. **INSURANCE—WORK ON A GOVERNMENT INSTALLATION (JAN 1997)(FAR 52.228-5)**

(a) The Contractor shall, at its own expense, provide and maintain during the entire performance of this contract, at least the kinds and minimum amounts of insurance required in the Schedule or elsewhere in the contract.
(b) Before commencing work under this contract, the Contractor shall notify the Contracting Officer in writing that the required insurance has been obtained. The policies evidencing required insurance shall contain an endorsement to the effect that any cancellation or any material change adversely affecting the Government's interest shall not be effective—

(1) For such period as the laws of the State in which this contract is to be performed prescribe; or

(2) Until 30 days after the insurer or the Contractor gives written notice to the Contracting Officer, whichever period is longer.

(c) The Contractor shall insert the substance of this clause, including this paragraph (c), in subcontracts under this contract that require work on a Government installation and shall require subcontractors to provide and maintain the insurance required in the Schedule or elsewhere in the contract. The Contractor shall maintain a copy of all subcontractors' proofs of required insurance, and shall make copies available to the Contracting Officer upon request.

26. SOFTWARE INTEROPERABILITY.

Offerors are encouraged to identify within their software items any component interfaces that support open standard interoperability. An item’s interface may be identified as interoperable on the basis of participation in a Government agency-sponsored program or in an independent organization program. Interfaces may be identified by reference to an interface registered in the component registry located at http://www.core.gov.

27. ADVANCE PAYMENTS

A payment under this contract to provide a service or deliver an article for the United States Government may not be more than the value of the service already provided or the article already delivered. Advance or pre-payment is not authorized or allowed under this contract. (31 U.S.C. 3324)
1. SCOPE
   a. The prices, terms and conditions stated under Special Item Number 54151S Information Technology Professional Services apply exclusively to IT Services within the scope of this Information Technology Schedule.
   b. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. PERFORMANCE INCENTIVES
   a. Performance incentives may be agreed upon between the Contractor and the ordering activity on individual fixed price orders or Blanket Purchase Agreements under this contract.
   b. The ordering activity must establish a maximum performance incentive price for these services and/or total solutions on individual orders or Blanket Purchase Agreements.
   c. Incentives should be designed to relate results achieved by the contractor to specified targets. To the maximum extent practicable, ordering activities shall consider establishing incentives where performance is critical to the ordering activity’s mission and incentives are likely to motivate the contractor. Incentives shall be based on objectively measurable tasks.

3. ORDER
   a. Agencies may use written orders, EDI orders, blanket purchase agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.
   b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

4. PERFORMANCE OF SERVICES
   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity.
   b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.
   c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.
   d. Any Contractor travel required in the performance of IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts.

5. STOP-WORK ORDER (FAR 52.242-15) (AUG 1989)
   (a) The Contracting Officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order.
during the period of work stoppage. Within a period of 90 days after a stop-work is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the Contracting Officer shall either-

(1) Cancel the stop-work order; or

(2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.

(b) If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if-

(1) The stop-work order results in an increase in the time required for, or in the Contractor's cost properly allocable to, the performance of any part of this contract; and

(2) The Contractor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon the claim submitted at any time before final payment under this contract.

(c) If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.

(d) If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.

6. INSPECTION OF SERVICES

The Inspection of Services–Fixed Price (AUG 1996) (Deviation 1– May 2003) clause at FAR 52.246-4 applies to firm-fixed price orders placed under this contract. The Inspection–Time-and-Materials and Labor-Hour (MAY 2001) (Deviation 1– May 2003) clause at FAR 52.246-6 applies to time-and-materials and labor-hour orders placed under this contract.

7. RESPONSIBILITIES OF THE CONTRACTOR

The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Deviation – Dec 2007) Rights in Data – General, may apply.

8. RESPONSIBILITIES OF THE ORDERING ACTIVITY

Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite IT Services.

9. INDEPENDENT CONTRACTOR

All IT Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

10. ORGANIZATIONAL CONFLICTS OF INTEREST

a. Definitions.

“Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.
“Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.

An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.

b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

11. INVOICES
The Contractor, upon completion of the work ordered, shall submit invoices for IT services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

12. PAYMENTS
For firm-fixed price orders the ordering activity shall pay the Contractor, upon submission of proper invoices or vouchers, the prices stipulated in this contract for service rendered and accepted. Progress payments shall be made only when authorized by the order. For time-and-materials orders, the Payments under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (OCT 2008) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to time-and-materials orders placed under this contract. For labor-hour orders, the Payment under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (OCT 2008) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to labor-hour orders placed under this contract. 52.216-31(Feb 2007) Time-and-Materials/Labor-Hour Proposal Requirements—Commercial Item Acquisition. As prescribed in 16.601(e)(3), insert the following provision:

(a) The Government contemplates award of a Time-and-Materials or Labor-Hour type of contract resulting from this solicitation.

(b) The offeror must specify fixed hourly rates in its offer that include wages, overhead, general and administrative expenses, and profit. The offeror must specify whether the fixed hourly rate for each labor category applies to labor performed by—

1. The offeror;
2. Subcontractors; and/or
3. Divisions, subsidiaries, or affiliates of the offeror under a common control.

13. RESUMES
Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

14. INCIDENTAL SUPPORT COSTS
Incidental support costs are available outside the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.
15. APPROVAL OF SUBCONTRACTS

The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.
DESCRIPTION OF IT SERVICES AND PRICING

**Commercial Job Title - Project Manager:**

**Minimum/General Experience** - Eight (8) years of experience, or six (6) years experience for a Master’s degree with in Information Technology domain.

**Functional Responsibility** - Directs the performance of a variety of highly technical projects which may be organized by technology, program or client. Oversees the technology development and/or application, and resource allocation within program client base. Project areas typically include engineering, integration, test, systems analysis, quality assurance, etc. Responsible for the quality and timely delivery of all contractual items. Operates within client guidance, contractual limitations, and Company business and policy directives. Serves as focal point of contact with client regarding program activities. Ensures that all required resources are available for program implementation. Maintains the development and execution of business opportunities based on broad, general guidance. Confers with junior project manager to provide technical advice and to assist with problem resolution.

**Minimum Education** - Possesses a bachelor's degree and has eight (8) years experience in the field OR possesses a Master's degree and has six (6) years experience in the field.

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**Commercial Job Title - Business Analyst**

**Minimum/General Experience** - Four (4) years of experience in the analysis of business and functional requirements, software design specifications documentation, and drafting test cases and test scenarios.

**Functional Responsibility** - Under minimal direction, performs assigned portions of design, programming, and documentation for all IT systems. Participates in assigned phases of software development with emphasis on the programming, testing acceptance phases. Prepares technical reports and related documentation. May be responsible for completion of a phase of a project. Provides guidance and training to less experienced programmers. Reviews code and helps junior programmer in the team.

**Minimum Education** - Possesses a bachelor's degree and has five (5) years experience in the field OR Possesses a Master's degree and has three (3) years experience in the field.

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**Commercial Job Title - Programmer Analyst:**

**Minimum/General Experience** - Five (5) to eight (8) years of experience in software design, coding and testing of software.

**Functional Responsibility** - Under minimal direction, performs assigned portions of design, programming, and documentation for all IT systems. Participates in assigned phases of software development with emphasis on the programming, testing acceptance phases. Prepares technical reports and related documentation. May be responsible for completion of a phase of a project. Provides guidance and training to less experienced programmers. Reviews code and helps junior programmer in the team.

**Minimum Education** - Possesses a bachelor's degree and has five (5) years experience in the field OR Possesses a Master's degree and has three (3) years experience in the field.
### Commercial Job Title - Consultant:

**Minimum/General Experience** – 4-6 years of experience with techno-functional knowledge about project methodology.

**Functional Responsibility** - Working under supervision, performs evaluation, customization and implementation tasks for software by applying business and technical knowledge, industry experience, and project methodology. Provides business and technical knowledge of specific software modules or technical tools with hands-on experience and has the ability to transfer knowledge and skill. Familiar with key business and technical roles and knowledgeable about applying technology to business operations in at least one industry. Applies industry knowledge, knowledge of area of expertise, and product knowledge to gather and document customer business process requirements. Develops or executes basic functional and technical specifications, modifications, enhancements and testing for system, mapping, and reporting. Executes project plan tasks and other duties as assigned. Provides regular status on tasks and issues.

**Minimum Education** - Possesses a bachelor's degree and has six (6) years experience in the field OR Possesses a Master's degree and has four (4) years experience in the field.

### Commercial Job Title - Applications Architect:

**Minimum/General Experience** – 8-10 years of experience in independently handling application design tasks in the implementation of enterprise-wide applications.

**Functional Responsibility** - Senior IT professional who independently performs a variety of application design tasks which are broad in nature and are concerned with design and implementation of major enterprise-wide applications development and integration, including supporting personnel, hardware and software. Applies extensive industry and enterprise knowledge to identify and recommend integrated IT solutions and services to support business goals or technical needs. Supervises team through project completion and is considered a Subject Matter Expert (SME) in one or more specific areas of computer system design. Plans and performs systems and network research, design development, and other assignments in conformance with customer specifications. Supervises a team of professionals with diverse background and experience. Responsible for highly complex technical projects. Acts as the lead technical authority on the project.

**Minimum Education** - Possesses a bachelor's degree and has eight (8) years experience in the field OR Possesses a Master's degree and has six (6) years experience in the field.

### Commercial Job Title - Senior Programmer/Senior Developer:

**Minimum/General Experience** – 6-8 years of experience in IT related analysis, design, coding and testing of web applications.

**Functional Responsibility** - Undertakes responsibility for analysis, design, modeling, programming, prototyping, testing, documentation and implementation of web applications. Resolves unique or unyielding problems in existing complex systems by applying new technology. Reviews user requirements and helps in the identification of problem and potential resolution. Provides analytical support in the conceptualization, development and implementation of complex, multiple, interlinked web systems. Demonstrated technical skills in support of a web development projects. Demonstrated experience communicating directions and providing guidance to junior developers.
Minimum Education - Possesses a bachelor's degree and has six (6) years experience in the field OR possesses a Master's degree and has four (4) years experience in the field.

Commercial Job Title - Programmer/Developer:

Minimum/General Experience - 4-6 years of experience in IT related analysis, design, coding and testing of web applications.

Functional Responsibility - With general direction, implements object-oriented programming and undertakes the development of highly scalable web applications. Performs system analysis and design techniques for Internet or Intranet development and distribution to remote sites using various web technologies. Helps the project team in requirements gathering, component design and over all design development effort.

Minimum Education - Possesses a bachelor's degree and has four (4) years experience in the field OR possesses a Master's degree and has three (3) years experience in the field.

Commercial Job Title - Junior Programmer/ Junior Developer:

Minimum/General Experience - 2-4 years of experience in IT related analysis, design, coding and testing of web applications.

Functional Responsibility - Under direction of more senior Developer(s) or Project Manager, undertakes the development efforts, codes, tests, implements, documents and maintains web or standalone applications. Applies the knowledge of web development languages and tools. Provides site design, development, and maintenance. Supports the development of web and client/server applications.

Minimum Education - Possesses a bachelor's degree and has two (2) years experience in the field OR possesses a Master's degree.

Commercial Job Title - Data/Server/ Systems/Network Administrator:

Minimum/General Experience: Five (5) years of experience in designing computer networks, installation of network equipment, testing and troubleshooting.

Functional Responsibility - Under minimal direction, coordinates operational designs, develops support plans, coordinates implementations, and provides second level support for database or local area network (LAN) and wide area network (WAN) solutions encompassing heterogeneous platforms. Develops and enforces data base standards and procedures. Analyzes data and process requirements. Leads or participates in logical and physical data base design. Maintains control programs required for accessing a database. Provides daily supervision and direction to support staff. Performs database backup, restore, granting of user rights and performance improvement tasks. Reviews system and programming designs to ensure efficient use of database resources. Develops system support requirements by reviewing and analyzing customer business processes and evaluating available and/or supplier capabilities. Helps project teams in implementing new or upgraded designs and coordinates project efforts with support groups. Provides technical support for marketing initiatives through participation in proposals and marketing studies. Creates plans that support implementation of changes. Participates in system support design and performance evaluation reviews. Establishes and maintains security and integrity standards and controls. Ensures support plans and services meet customer needs and expectations. Assists in the evaluation, testing and recommendation of software, database and network configurations based on customer need. Coaches others in the application of new operational support technologies. Analyzes user requirements.
and statistics to identify trends and resolve performance issues. Keeps abreast of emerging operational support technologies and industry trends.

**Minimum Education** - Possesses a bachelor's degree and has five (5) years experience in the field OR Possesses a Master's degree and has three (3) years experience in the field.

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**Commercial Job Title - Quality Assurance Analyst:**

**Minimum/General Experience:** 5 years of experience in testing software applications functionality, execute test cases, plans and procedures.

**Functional Responsibility** - Shall be involved within the Software Development Lifecycle to test software applications and ensure that they meet specifications. Involved in design, development and execution of test cases, test reports, test plans, test schedules and procedures. Gathers and analyzes quality statistics and documents findings for management.

**Minimum Education** - Possesses a bachelor's degree and has five (5) years experience in the field OR possesses a Master's degree and has three (3) years experience in the field.

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**Lead Consultant**

**General Characteristics**

Working under supervision, performs evaluation, customization and implementation tasks for software by applying business and technical knowledge, industry experience, and project methodology. Provides business and technical knowledge of specific software modules or technical tools with hands-on experience and has the ability to transfer knowledge and skill. Familiar with key business and technical roles and knowledgeable about applying technology to business operations in at least one industry. Applies industry knowledge, knowledge of area of expertise, and product knowledge to gather and document customer business process requirements. Defines, monitors and guides implementation and integration of functional and technical specifications, modifications, enhancements and testing for system, mapping, and reporting. Involved in planning and executes project plan tasks and other duties as assigned. Provides regular status on tasks and issues.

**Dimensions**

**Education:**
Possesses a bachelor's degree and has more than (10) years’ experience in the field OR Possesses a Master's degree and has seven (7) years’ experience in the field.

**Experience:**
More than 10 years of experience with techno-functional knowledge about project methodology.

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**Applications Architect**

**General Characteristics**
Provides design recommendations based on long-term IT organization strategy. Develops enterprise level application and custom integration solutions including major enhancements and interfaces, functions and features. Uses a variety of platforms to provide automated systems applications to customers. Provides expertise regarding the integration of applications across the business. Determines specifications, then plans, designs, and develops the most complex and business critical software solutions, utilizing appropriate software engineering processes—either individually or in concert with project team. Will assist in the most difficult support problems.

Develops programming and development standards and procedures as well as programming architectures for code reuse. Has in-depth knowledge of state-of-the art programming languages and object-oriented approaches in designing, coding, testing and debugging programs. Understands and consistently applies the attributes and processes of current application development methodologies. Researches and maintains knowledge in emerging technologies and possible application to the business. Viewed both internally and externally as a technical expert and critical technical resource across multiple disciplines. Acts as an internal consultant, advocate, mentor and change agent.

Dimensions

Education:
Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 10 years of experience in multiple IT areas and 2–3 years of relevant architecture experience. Requires advanced to expert level knowledge and understanding of architecture, applications systems design and integration.

Complexity:
Expert/lead technical role. Typically works on multiple IT projects as a project leader. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Systems Analyst

General Characteristics

Responsible for the design and development of IT systems. Develops design and functional specifications, produces deliverables related to the project(s) assigned and assists in post implementation support and system enhancements. Responsible for selecting appropriate C.A.S.E. tools to develop systems and software. Responsible for gathering, compiling and synthesizing information with regard to technology processes or systems. Possesses experience in minicomputer or client/server environments including the implementation and support of resource planning, sales automation, marketing, financial and distribution systems.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or
Applications Development Analyst

General Characteristics

Works closely with customers, business analysts, and team members to understand business requirements that drive the analysis and design of quality technical solutions. These solutions must be aligned with business and IT strategies and comply with the organization’s architectural standards. Involved in the full systems life cycle and is responsible for designing, coding, testing, implementing, maintaining and supporting applications software that is delivered on time and within budget. Makes recommendations towards the development of new code or reuse of existing code. Responsibilities may also include participation in component and data architecture design, performance monitoring, product evaluation and buy vs. build recommendations. Has experience in systems analysis, design and a solid understanding of development, quality assurance and integration methodologies.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of programming/systems analysis experience.

Complexity:
Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project lead. May coach more junior technical staff.
General Characteristics

Responsible for enterprise-wide data design, balancing optimization of data access with batch loading and resource utilization factors. Knowledgeable in most aspects of designing and constructing data architectures, operational data stores, and data marts. Focuses on enterprise-wide data modeling and database design. Defines data architecture standards, policies and procedures for the organization, structure, attributes and nomenclature of data elements, and applies accepted data content standards to technology projects. Responsible for business analysis, data acquisition and access analysis and design, Database Management Systems optimization, recovery strategy and load strategy design and implementation.

Dimensions

Education:
Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 10 years of experience with large and complex database management systems.

Complexity:
Expert/lead technical role. Defines and plans database architectures for enterprise systems. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Data Modeler

General Characteristics

Accountable for analyzing and developing complex logical database designs, logical data models and relational data definitions in support of corporate and customer information systems requirements. Understands the methodologies and technologies that depict the flow of data within and between technology systems and business functions/operations. Responsible for the identification and resolution of information flow, content issues and the transformation of business requirements into logical data models. This position identifies opportunities to reduce data redundancy, trends in data uses and single sources of data.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 5 years of IT work experience in data modeling, data analysis, relational DBMS design and support and relevant computing environments.

Complexity:
Intermediate professional level role. Designs logical data models of low to medium
complexity. Works on small to large, complex projects that require increased skill in multiple technical environments. Works on one or more projects as a project team member or sometimes as a project lead. May coach more junior technical staff.

Database Analyst

General Characteristics

Responsible for designing, modeling, developing and supporting Database Management Systems (DBMS). Analyzes data requirements, application and processing architectures, data dictionaries, and database schema(s), and then designs, develops, amends, optimizes, and certifies database schema design to meet system(s) requirements. Gathers, analyzes, and normalizes relevant information related to, and from business processes, functions, and operations to evaluate data credibility and determine relevance and meaning. Develops database and warehousing designs across multiple platforms and computing environments. Develops an overall data architecture that supports the information needs of the business in a flexible but secure environment.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in DBA, DBMS design and support and relevant computing environments.

Complexity:
Intermediate professional level role. Designs and supports DBMS of low to medium complexity. Works on one or more projects as a project team member or sometimes as a project leader. May coach more junior technical staff.

Lead Database Administrator

General Characteristics

Responsible for developing technology standards and best practices for the organization; Overall responsibility for all network operations, including the integration of new network technologies such as wireless. Develops enterprise service levels for databases/servers/systems, both in-house and third party software applications, and networks, including hardware and intellectual property. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of performance and reliability. Keeps abreast of emerging operational support technologies and industry trends.

Dimensions
**Education:**
Possesses a bachelor's degree and has ten (10) years' experience in the field OR Possesses a Master's degree and has six (6) years' experience in the field.

**Experience:**
Ten (10) years of experience in designing computer networks, installation of network equipment, testing and troubleshooting.

**Manager, Quality Assurance**

**General Characteristics**

Responsible for managing the definition, implementation and integration of quality principles and quality processes into the design and development of software and IT processes. Ensures that quality methods and procedures are executed. Ensures that products, applications, and systems are in compliance with established quality standards, and meet customer requirements. Analyzes best-in-class processes, establishes customer satisfaction metrics, understands the interaction and relationship of business operations and operating systems and network processes. Champions the application of quality principles in business and IT processes through training, meeting and team facilitation, communication programs and team building activities. Responsible for researching, developing and implementing testing methods and procedures. Ensures that products meet the highest quality standards. Monitors and reports on defects.

**Dimensions**

**Education:**
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

**Experience:**
Typically has 10 years of systems development and business experience. Experience in developing and conducting test processes for multiple types of systems, client users and/or units across an organization. Requires prior management, supervisory or team leader experience.

**Breadth:**
Middle level management in quality assurance functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Acts as a project leader and a subject matter expert on multiple and complex projects. Frequently reports to a IT Chief Operating Officer, Operating Unit IT Executive, Departmental IT Executive or Director, Systems and Programming.

**Quality Engineering Consultant**

**Scope Variant**

**Maps to level D**

**General Characteristics**
Responsible for establishing and implementing quality assurance and compliance processes for the IT organization. Works closely with IT leaders to develop and implement an overall quality maturity roadmap and plan for each IT functional area. Works with development, testing and production teams to develop, publish and implement software quality assurance plans. Reviews progress toward the plan regularly with IT leaders, technical teams and customers to make modifications as necessary. Establishes internal IT service quality control standards, policies and procedures. Monitors, evaluates, manages and executes audit processes to ensure compliance. Coordinates and facilitates quality assurance activities across projects with project managers. Provides guidance and subject matter expertise to IT teams on QA methodologies and processes, educates them on their responsibilities/accountabilities for the purpose of achieving on-time and quality deliverables. Makes recommendations and directs improvements to the software development lifecycle process. Documents non-compliance to policies, process and standards and assists in their resolution. Analyzes and identifies trends in IT performance metrics. Designs, monitors and analyzes performance metrics program for quality improvement initiatives. Conducts audits and analyzes findings to develop appropriate corrective action recommendations. Provides training on established processes and policies. Needed skills and knowledge include systems lifecycle development, project management, quality management and improvement methodologies and standards such as Total Quality Management (TQM), Six Sigma and the Software Engineering Institute—Capability Maturity Model (SEI-CMM).

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:
Typically has 7 years of IT and business experience, with at least 5 years in Quality Assurance, 2 to 3 years of audit or assessment or other relevant experience.

Complexity:
Expert/lead technical role. Provides strategic direction, guidance and integrated solutions to enterprise-wide quality engineering initiatives. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/ issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Lead Quality Assurance Analyst

General Characteristics

Responsible for establishing and implementing quality assurance and compliance processes for the IT organization. Works closely with IT leaders to develop and implement an overall quality maturity roadmap and plan for each IT functional area. Reviews progress toward the plan regularly with IT leaders, technical teams and customers to make modifications as necessary. Establishes internal IT service quality control standards, policies and procedures. Monitors, evaluates, manages and executes audit processes to ensure compliance. Coordinates and facilitates quality assurance activities across projects with project managers. Provides guidance and subject matter
expertise to IT teams on QA methodologies and processes, educates them on their responsibilities/accountabilities for the purpose of achieving on-time and quality deliverables. Makes recommendations and directs improvements to the software development lifecycle process. Documents non-compliance to policies, process and standards and assists in their resolution. Analyzes and identifies trends in IT performance metrics. Designs, monitors and analyzes performance metrics program for quality improvement initiatives. Conducts audits and analyzes findings to develop appropriate corrective action recommendations. Provides training on established processes and policies. Needed skills and knowledge include systems lifecycle development, project management, quality management and improvement methodologies and standards such as Total Quality Management (TQM), Six Sigma and the Software Engineering Institute—Capability Maturity Model (SEI-CMM).

Dimensions
Education:
Possesses a bachelor's degree and has ten (10) years’ experience in the field OR possesses a Master's degree and has seven (7) years’ experience in the field.

Experience:
More than 10 years of experience in testing software applications functionality, execute test cases, plans and procedures.

Manager, Technology Research

General Characteristics

Understands the strategic direction of enterprise and the supporting IT systems and architectures. Maintains knowledge of emerging technological trends and utilizes this knowledge to educate both IT and the business on opportunities to build better IT solutions that support and drive business decisions. Assists in the definition of the architecture and technology needs of the organization based on new and emerging technologies, and establishes priorities and strategies consistent with business goals and economic viability. Establishes foundation architecture for organization to standardize on hardware and software usage. Serves as a consultant and advisor to senior IT leadership on advanced technologies and evaluates the business impact through cost/benefit analysis. Recommends and incorporates technology with long-term business plans. Transfers knowledge of key learnings throughout the enterprise, and establishes and communicates strategic and technological plans.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.
Experience:
Typically has 7 to 10 years of IT work experience including managing team(s) responsible for systems development and architecture functions.

Breadth:
Middle level management in technology research area. Works under general direction from senior level management. Works on multiple programs as a project team leader and a subject matter expert. Manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to a Chief Technology Officer, Operating Unit IT Executive or Departmental IT Executive.

Technology Research Analyst

General Characteristics
Maintains a strong understanding of the enterprise’s IT systems and architectures. Assists in the analysis of the requirements for the enterprise and applying emerging technologies to support long-term business objectives. Responsible for researching, collecting, and disseminating information on emerging technologies and key learnings throughout the enterprise. Researches and recommends changes to foundation architecture. Supports research projects to identify and evaluate emerging technologies. Interfaces with users and staff to evaluate possible implementation of the new technology in the enterprise, consistent with the goal of improving existing systems and technologies and in meeting the needs of the business. Analyzes and researches process of deployment and assists in this process.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in architecture design, systems analysis and development.

Complexity:
Intermediate professional level role. Works on projects of moderate to high complexity across multiple computing environments. Works on multiple projects as a project team member. May coach more junior technical staff.

Client Technologies Analyst

General Characteristics
Configures, installs, monitors and maintains IT users’ desktop software and hardware; supports mobile workforce. Provides consultation to IT users for all aspects of end-user computing and desktop-based LAN systems software. Provides technical support and
guidance through Tier 2 support and works with vendors to resolve Tier 3 issues. Responsible for documenting solutions to problems and developing end-user guidelines. May provide on-site training to users. Evaluates, maintains, modifies (e.g., creates macros, templates) and documents desktop application packages, participates in the testing and evaluation of new desktop packages and implements prototypes. Consults with and makes recommendations to IT users on selection of hardware and software products to address business requirements.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in supporting desktop software and hardware products and problem solving/troubleshooting.

Complexity:
Intermediate professional level role. Provides maintenance and support for moderately complex to complex client products. Works on one or more projects concurrently as a project team member. May coach more junior technical staff.

Customer Support Analyst

General Characteristics

Responsible for Tier 1 and 2 software and hardware support. Provides technical advice, guidance and informal training to customers using hardware and software programs. Troubleshoots and restores routine technical service and equipment problems by analyzing, identifying and diagnosing faults and symptoms using established processes and procedures. Performs root cause analysis and develops checklists for typical problems. Recommends procedures and controls for problem prevention. Maintains knowledge database and call tracking database to enhance quality of problem resolutions. Works in a team setting, sharing information and assisting others with calls.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience with demonstrated working knowledge of basic to moderately complex hardware and software products and problem solving/troubleshooting skills.

Complexity:
Intermediate professional level role. Provides Tier 1 and Tier 2 support of medium to high complexity. Works in a team as a team member. May coach more junior technical staff.
Network Engineer

General Characteristics

Assists in the planning, forecasting, implementation, and identification of resource requirements for network systems (including wireless) of moderate complexity. Participates in network planning, network architecture design and engineering. Integrates and schematically depicts communication architectures, topologies, hardware, software, transmission and signaling links and protocols into complete network configurations. Evaluates new products, performs network problem resolution and assists in the development and documentation of technical standards and interface applications. Monitors protocol compatibility, performs system tuning and makes recommendations for improvement.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in infrastructure/network environments performing network engineering (hardware and/or software), design, planning and implementation.

Complexity:
Intermediate professional level role. Works on projects/systems/issues of medium to high complexity surrounding network planning, configuration and optimization. Works on one or more projects as a project team member, occasionally as a project team lead. May coach more junior technical staff.

Internet/Web Architect

General Characteristics

Responsible for gathering business requirements and translating them into Internet/Web architecture to achieve business objectives. Analyzes assigned specifications, planning, designing, and developing solutions, utilizing appropriate Internet/Intranet/Extranet architecture processes supporting a wide range of content—either individually or in concert with project team members. Provides appropriate documentation for object design decisions, estimating assumptions, applets, and performance metrics—as required by organization architecture process standards, or as assigned. Responsible for minimizing the issues between the client and the server applications and for the overall set-up and design of the Internet and Web server architecture. Impact and complexity of this job increases if organization is utilizing Internet solutions (vs. only Intranet), especially those with significant business impact (e.g., e-business).

Dimensions

Education:
Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 7 years of IT work experience with demonstrated knowledge in architecture design, software development, database management systems and systems integration in multi-platform environments.

Complexity:
Advanced professional level role. Defines Web architectures and design for the enterprise. Works on multiple projects as a project leader or frequently as the subject matter expert. Works on projects/issues of medium to high complexity that require demonstrated knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Internet/Web Engineer
General Characteristics
Integrally involved in the development and support of all Internet/Intranet/Extranet sites and supporting systems. Works closely with other IT groups and customers to define the system design and user interface based on customer needs and objectives. Participates in all phases of the development and implementation process, and may act as a project manager on special projects. Ensures the integration of the Web servers and all other supporting systems. Responsible for system tuning, optimization of information/data processing, maintenance and support of the production environment.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 5 years of IT work experience in systems analysis, development and engineering in an online environment.

Complexity:
Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project leader. May coach more junior technical staff.

Web Applications Programmer
General Characteristics
Develops, maintains, and supports applications for the organization’s Internet/Intranet sites. Gathers and analyzes requirements. Programs all or selected components of Web applications. Documents components and applications. Develops automation techniques to enable end-user content publishing; programs, tests and implements mapped graphic
images, forms and HTML pages; handles client browser support inquiries; maintains links to external sites and accuracy on internal links while ensuring up-to-date information. Researches, evaluates and recommends new Internet tools and applications for use in assigned responsibilities. The senior level Web Applications Programmer has experience in a variety of the more difficult Web tools and languages.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in software development, installation and modification in an online environment.

Complexity:
Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project leader. May coach more junior technical staff.

Web Designer

General Characteristics

Responsible for the design, development and creation of user-centered designs for Web sites. Responsibilities include human factors engineering, heuristic evaluations and usability testing for Web and client based applications as well as metrics setting and monitoring for assessing the usability of the Web application. Works to improve the usability, usefulness, and desirability of Web sites in collaboration with Graphic Designers, Product Managers, Engineering Staff and other Web Designers. Must be able to perform usability tests, provide design prototypes and provide ad hoc user interface consulting.

Responsible for requirements gathering and articulation of user interface issues—including development of page/site prototypes. Must be knowledgeable of user-centered design methodology, user scenarios, usability testing, storyboarding, paper and interactive prototypes.

Must have demonstrated skills in graphic applications, HTML development tools and other applicable authoring tools, Web production, front-end development using programming and scripting languages. Must be able to integrate design into program rules and system architecture and create innovative approaches to improving the end-user experience. Must be familiar with platform/browser compatibility and basic usability issues.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, Graphic Design, or other related field. Or equivalent work experience.
Experience:
Typically has 5 years of combined IT and graphic design experience. Able to understand HTML and strong working knowledge of Web generators and photographic libraries. Possesses a portfolio of Web sites or solutions.

Complexity:
Intermediate professional level role. Works on moderately complex, to complex projects that require a solid understanding of Web design and layout. Works on multiple projects as a team member and sometimes as a project leader. May coach more junior technical staff.

Webmaster

General Characteristics
Accountable for the design, upgrading, enhancement, maintenance, availability and effectiveness of technical functionality and content for one or more Web sites of the enterprise. Coordinates the publishing of Web site content, user interface, look/feel and level of specificity to suit a wide range of needs. Responsible for working closely with marketing and systems teams to coordinate content, developing on-going site structure and updates. Knowledge and experience in HTML, including style sheets, templates, complex tables, frames, image maps, CGI programming, applets, animation, multimedia design and delivery, and Web publishing procedures, is essential.

Primary focus is generally on gathering requirements that relate to the organization’s business objectives relative to site audiences, and continuous content updates and site upgrades to enhance site hits/visits. Webmaster, in a junior role, would focus more extensively on programming content rather than the technical aspects of this position. Impact and complexity of this job increases if organization is utilizing Internet solutions (vs. only Intranet), especially those having significant business impact (e.g., e-business).

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 5 years of IT work experience. Experience in systems administration, Web graphic design, development and implementation experience using HTML, Perl and CGI languages.

Complexity:
Intermediate professional level role. Works on projects/systems/issues of medium to high complexity. Provides design, implementation, maintenance and administration support for Web systems and services. Works on one or more projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

Internet/Web Systems Administrator
General Characteristics

Responsible for ensuring the control, integrity, and accessibility of the Internet/Intranet for the enterprise. Responsible for change management procedures regarding the installation and testing of all upgrades and enhancements for the Internet/Intranet infrastructure. Responsible for proper initial installation as well as subsequent installations of updates/patches; preparation of system documentation; proactive, regular checks of system components for errors and application of necessary corrective action; set-up and maintenance of Web servers. Knowledgeable in all levels of Internet/Web security and the associated requirements for their application. Designs, develops and administers firewalls as a means of preventing unauthorized access to enterprise networks. Provides technical support to internal users and external customers; troubleshoots problems and takes corrective action on a timely, effective basis.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 5 years of IT work experience with Web-related software and hardware products, and systems administration experience with multi-platform environments.

Complexity:
Intermediate professional level role. Works on small to large, moderately complex Web sites. Works on multiple Web sites as a project team member, occasionally as a project leader. May coach more junior technical staff.

Director, Data Center Operations

General Characteristics

Responsible for the overall enterprise-wide effectiveness and efficiency of data center technology systems and networks and in ensuring high levels of customer satisfaction are maintained. Leads the migration to new technologies, evaluates processing performance relating to machine utilization and reliability, and forecasts financial, physical, and human resource needs to meet established objectives. Oversees and coordinates network/data operations, business continuance and restoration plans that isolate problems and implement pre-planned alternative routes or systems to restore service.

Dimensions

Education:
Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 10 to 15 years of IT and business industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders. Experience in
the areas such as network, database administration, computer operations and production support.

Breadth:
Senior level management in data center operations and management functions. Has overall responsibility for department decisions and management. Provides strategic direction, coaches and mentors more junior management staff. Accountable for IT functional/departmental results. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

Manager, Computer Operations

General Characteristics
Responsible for the activities in the areas of production, data control, operations, and operations support. Develops and implements standards, procedures and processes for the operations group. Plans and manages the support of new technologies, data center performance and reliability. Defines and negotiates service level agreements. Oversees and coordinates the daily activities of the operations center. Provides input and recommendations regarding business continuance issues and improvements to the operations of systems and processes supported.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 8 years of IT work experience including managing team(s) responsible for production and operations support.

Breadth:
Middle level management in data center operations. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Director, Data Center Operations or Operating Unit IT Executive.

Computer Operator

General Characteristics
Responsible for monitoring multi-technology computing platforms including midrange platforms, mainframes and/or servers. Responsible for ensuring a stable operating environment and attaining maximum utilization of system facilities. Operates and
monitors console systems and peripheral equipment such as printers, disk drives and tape readers. Troubleshoots and restores routine technical service and peripheral equipment, schedules production runs, performs system backup process, disaster recovery tests, loads tapes, disks and paper as needed. Assists programmers and systems analysts in running jobBachelor's that are used for testing and debugging new programs.

Dimensions

Education:
Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 4 years of IT work experience.

Complexity:
Learner/entry level role. Supports systems on a single platform. Works on one project as a team member and assists with special projects. Functions, somewhat independently, under direction of senior operators, supervisors or managers. Generally follows documented procedures and checklists.

Telecommunications Engineer

General Characteristics

Responsible for engineering and/or analytical tasks and activities associated with areas within the telecommunications function (e.g., network design, engineering, implementation, diagnostics or operations/user support). Monitors the operation of telecom network systems. Performs complex tasks relating to telecom network operations, installation, and/or maintenance for local, off-site and/or remote locations.

The scope of responsibility for this position includes, but is not limited to, the configuration, deployment, testing, maintenance, monitoring and trouble-shooting of telecommunications network components to provide a secure, high performance network. Duties also entail quality assurance and testing of transmission mediums and infrastructure components.

Serves as technical specialist/lead on a functional basis, for the resolution of complex network problems. Experience should include: moves, adds and changes, fault isolation and resolution, and end-user support. Requires broad knowledge of telecom systems, dial plans, switching architecture, telephony and wiring.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in telecommunications and multi-platform environments.

Complexity:
Intermediate professional level role. Provides technical support and maintenance for existing and new telecommunications services. Works on moderate to complex projects as a team member. May lead team and coach more junior technical staff.

Telecommunications Technician

General Characteristics
Under direct supervision, monitors, operates, installs and maintains telecommunications systems and equipment in addition to troubleshooting any type of hardware or software problems to ensure that systems perform in a manner which best meets business needs and objectives. Responsible for the installation, maintenance and repair of telecommunications equipment. Assists in the installation of telecom systems and equipment for new company facilities. Performs telecom network software installations and maintenance of network database for system maintenance and billing support.

Possesses knowledge of data scopes, patch panels, modems and various analog and digital signaling systems. Must demonstrate thorough knowledge of T-1 network architecture and operating procedures. Knowledge of line control techniques and communication access methodology is needed. Must be able to read engineering drawings and terminate cables and grounding systems.

Dimensions

Education:
Associate’s or Bachelor’s Degree, or technical institute degree/certificate in Computer Science, Information Systems or other related field. Or equivalent work experience.

Experience:
Typically has 3 years of IT work experience with basic understanding of telecommunications and multi-platform environments.

Complexity:
Learner/entry level role. Provides technical support and maintenance for existing telecommunications services. Works on low to moderately complex projects as a team member. Functions, relatively independently, under direction of senior professionals, supervisors or managers. Generally follows documented procedures and checklists.

Director, Data Warehouse – Sr. Manager

General Characteristics

Responsible for the overall architecture, design, development, and maintenance of data warehousing and data mart systems and services for the entire enterprise’s business function. Works closely with customers from a strategic perspective to identify and maximize opportunities to utilize data marts and/or data warehouse systems to improve business processes, promote the strategic use of information technology, and enable the work force to use technologies as a competitive tool. Ensures the development of
enterprise-wide standards for the Data Warehouse to ensure compatibility and integration of multi-vendor platforms. Responsible for organizational balance and system coherency between front-end desktop/client environment and Data Warehouse back-end processing functions. Provides corporate leadership, vision, and direction for data warehouse systems, in support of the enterprise’s business objectives and requirements.

Dimensions

Education:
Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 11 years of IT and business/industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-function teams and projects, and influencing senior level management and key stakeholders. Experience in strategic planning, development, implementation and maintenance of large-scale integrated relational database systems.

Breadth:
Senior level management. Oversees strategic planning and development of data warehouse solutions in partnership with technical and business leadership. Accountable for enterprise-wide results. Frequently reports to a Chief Information Officer or Chief Technology Officer.

Business Intelligence Architect

General Characteristics

Responsible for leading the design and support of enterprise-wide business intelligence applications and architecture. Works with enterprise-wide business and IT senior management to understand and prioritize data and information requirements. Solves complex technical problems. Optimizes the performance of enterprise business intelligence tools by defining data to filter and index that add value to the user. Creates testing methodology and criteria. Designs and coordinates a curriculum for coaching and training customers in the use of business intelligence tools to enhance business decision-making capability. Develops standards, policies and procedures for the form, structure and attributes of the business intelligence tools and systems. Develops data/information quality metrics. Researches new technology and develops business cases to support enterprise-wide business intelligence solutions.

Dimensions

Education:
Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 7 to 10 years of experience with large and complex database management systems, business intelligence tools and systems.
Complexity:
Expert/lead technical role. Provides technical expertise and direction for the development of complex enterprise-wide business intelligence and decision support systems solutions. Works on multiple projects as a project leader or sometimes as a business subject matter expert. Works on highly complex projects that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Data Warehouse Analyst

General Characteristics
Responsible for gathering and assessing business information needs and preparing system requirements. Performs analyses, development and evaluation of data mining in a data warehouse environment which includes data design, database architecture, metadata and repository creation. Uses data mining and data analysis tools. Reviews and validates data loaded into the data warehouse for accuracy. Interacts with user community to produce reporting requirements. Provides technical consulting to users of the various data warehouses and advises users on conflicts and inappropriate data usage.

Responsible for prototyping solutions, preparing test scripts, and conducting tests and for data replication, extraction, loading, cleansing, and data modeling for data warehouses. Maintains knowledge of software tools, languages, scripts, and shells that effectively support the data warehouse environment in different operating system environments. Possesses working knowledge of Relational Database Management Systems (RDBMS) and data warehouse front-end tools. Must have an extensive knowledge of data warehouse and data mart concepts.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.
Experience:
Typically has 6 years of IT work experience in business intelligence tools and systems.

Complexity:
Intermediate professional level role. Provides data warehouse architectural design, development and support in multi-platform environments. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

Data Warehouse Administrator

General Characteristics
Provides data warehouse support functions including database maintenance, development and enhancement. Performs database administration functions such as
loading data into database from external sources, supports users in constructing queries and generating output files. Responsible for on-going design and performance enhancement, which include reviewing queries for performance issues, estimating, monitoring and tuning the warehouse as it operates. Develops and administers processes to ensure interoperability and security of data warehouse system. Must possess a strong understanding of source data, data modeling, and data repository requirements.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 years of IT work experience in business intelligence tools and systems.

Complexity:
Intermediate professional level role. Provides daily administration, maintenance and support of data warehouse applications in multi-platform environments. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

Manager, CRM Technology

General Characteristics

Responsible for leading a team in analyzing and determining business requirements and managing the planning and execution of Customer Relationship Management (CRM) technology and associated programs to achieve business objectives of enhancing customer satisfaction, optimizing profitability and developing long-term customer loyalty. Acts as a liaison between the IT and business communities in developing and implementing CRM solutions, manages the business impact of all CRM projects. Oversees the development and improvement of the technology framework that supports the integration of enterprise customer response process through various customer services channels (e.g., mail, email, Web, call center). Partners with Sales, Marketing and the business community to develop CRM strategies and support the development and execution of customer campaigns and promotions by mining the enterprise CRM database. Works closely with data management, infrastructure and development groups to ensure required data and systems are in place to meet the enterprise’s CRM needs. Leads the research, evaluation and selection of CRM technologies. Possesses a thorough understanding of data architectural development methodology, process and data modeling, Web and call center technologies for CRM solutions. Has working knowledge of database marketing methodologies and processes, including but are not limited to channel and segment marketing, direct marketing and online marketing. Strong project management skills in planning and monitoring projects in a cross-functional environment.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, Business Administration or other related field. Or equivalent work experience.

Experience:
Typically has 7 to 10 years of IT work experience including managing team(s) responsible for data warehousing, decision support systems or marketing support information systems.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Responsible for leading a team of analysts and developers performing work in designing, developing and maintaining CRM systems and applications. Frequently reports to a Chief Technology Officer, Director, Data Warehouse or Director, Systems and Programming.

ERP Team Lead

General Characteristics
Accountable for providing overall direction and integration for a specific ERP module, functional and/or business area. Understands the business strategy of a particular function/area and works with the team to define business requirements. Communicates and coordinates with other Team Leads, business leadership, and Project Manager to ensure appropriate integration of processes and modules across the enterprise. Oversees, defines and monitors critical path activities and resolves issues or escalates issues to the Project Manager as needed. Drives the design and implementation of new business processes with organizational structure and required ERP configuration. Must possess an in-depth understanding of the business function/process supported, and also be viewed as a credible representative of that business function/process. Successful implementation is dependent on the ability of the incumbent to influence business leadership and management decisions and drive ownership and acceptance of changes to the business.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:
Typically has 7 to 10 years of IT and business work experience including managing team(s) responsible for systems implementation and/or infrastructure support. Often is recruited internally from high-level management positions in the organization.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Degree of integration driven by ERP requires a consensus decision making process across Team Leads. Once key decisions are made, Team Lead then has autonomy for the technical decisions to support the business, but business process decisions are made
through constant education and negotiation with business leadership and management. Works on complex business issues, which have a significant impact to the enterprise and across enterprise processes and functions due to the integration of ERP. Frequently reports to a Chief Technology Officer, Competency Center Leader or Departmental IT Executive.

Lead ERP Programmer/Analyst

General Characteristics

Responsible for the performance of assigned portions of design, programming, and documentation for all IT systems and custom built/ COTS software applications. Participates in assigned phases of software development with emphasis on the programming, testing acceptance phases. Prepares technical reports and related documentation. Shall be responsible for completion of a phase of a project. Provides guidance and training to less experienced programmers. Reviews code and mentors junior programmers in the team.

Dimensions

Education:
Possesses a bachelor’s degree and has ten (10) years’ experience in the field OR Possesses a Master's degree and has seven (7) years’ experience in the field.

Experience:
Ten (10) years of experience in software design, coding and testing of software.

ERP Systems Administrator

General Characteristics

Responsible for ensuring the performance and reliability of ERP systems. Performs troubleshooting for hardware, software and system problems that involve ERP modules. Participates in projects to implement or enhance ERP systems and applications. Works with database administrator and ERP development team in defining user requirements, coordinating system-wide updates and installing upgrades and patches for ERP systems. Provides recommendations for enhancements/changes that may involve custom design, optional and third party products to improve the efficiency and effectiveness of ERP systems. Maintains ERP systems security through user profile management, creates and updates access permissions and maintains user accounts. Monitors and maintains performance metrics for system features, recommends and takes corrective/preventive actions. Participates in the design, development and implementation of test and production objects. Performs configuration, change management and testing activities as required. Consults users on technology changes that will impact work processes.

Dimensions
Education: Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience: Typically has 3 to 5 years of business and/or ERP implementation experience. Experience with systems and database administration.

Complexity: Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Responsible for maintaining ERP systems and applications, supporting and training users for ERP system(s) and applications usage. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior technical staff.

Technical Advisor

General Characteristics
In an outsourcing environment, works with service providers to ensure their in-scope technical solutions are consistent with enterprise’s business strategy and architecture. Works closely with business unit performance managers and quality assurance staff to review service provider problems, to analyze and validate the accuracy of information and the feasibility of solutions. May troubleshoot performance issues and resolve problems with service providers. Tracks industry trends and maintains knowledge of new technologies in the area of expertise to better evaluate business unit service requests and service provider proposals. Keeps current on the participating business strategies and advises when solutions may or may not be leveraged across the enterprise. Understands the value of technology in the enterprise’s business processes, works with service providers to identify opportunities for innovation, cost reduction and improved efficiencies and reviews service provider solutions. In addition, this role provides input into the in-scope technical architecture for outsourcing projects.

Dimensions

Education: Bachelor’s or Master’s Degree in Business Administration, or other related field. Or equivalent work experience.

Experience: Typically has 7 to 10 years of IT experience within one or more specialty areas. Has a deep level of understanding surrounding information systems, networking theory and architecture standards in areas of expertise.

Complexity: Expert/lead technical role. Works on one or more projects as the subject matter expert or technical leader/consultant. When involved with a project team, acts in a consultative manner and typically does not provide administrative or management type of support. Works on complex tasks, projects or supports issues that involve a high degree of risk,
impacts business unit performance and makes use of the individual’s high level of knowledge within one or more areas of specialty. Coaches and mentors more junior technical staff.

Documentation Specialist/Technical Writer - Advanced

General Characteristics

Responsible for creation and maintenance of IT documentation. Translates technical and/or complicated information into clear, concise documents appropriate for various target audiences. Works with Development, Quality Assurance and Technical Support to produce a wide variety of technical publications including instructional materials, technical manuals, product documentation and the like for use by both the IT and business community. Interviews subject matter experts and technical staff to collect information, prepare written text, and coordinate layout and material organization. Researches information such as drawings, design reports, equipment and test specifications to fill any gaps.

Reviews, critiques, and edits documentation including design documents, programmer notes and system overviews. Requires knowledge of company product lines and document structure. Depending on the industry/work environment, such documents may include various media, including written and video. Responsibilities include maintenance of internal documentation library, providing and/or coordinating special documentation services as required, and oversight of special projects. Must have strong organizational and project management skills and excellent writing and editing skills.

Dimensions

Education:
Bachelor’s Degree in Journalism, Technical Writing, Business Administration, or other related field. Or equivalent work experience.

Experience:
 Typically has 5 years of business or technical writing experience and working knowledge of multiple software and graphics packages.

Complexity:
Intermediate professional level role. Works on several moderately complex, to complex document management projects as a project team member. May coach more junior staff.

Business Management Specialist

General Characteristics

Assists with the daily operations and provides general administrative support to the assigned IT organization. Responsibilities may include participating and assisting in the preparation of annual business plan for the assigned IT functional area, coordinating the contract management efforts, such as the development of requests for proposals (RFP) and supporting the development and final execution of contracts. Maintains annual expense budgets utilizing proper accounting/budgeting controls, enters financial data
into tracking system and provides regular and ad-hoc financial status reports. Implements cost allocation program, and responds to basic questions and concerns from the business areas. Reviews contract invoices, identifies disparities and resolves basic issues with the vendors. May serve as the liaison between IT technical teams, resource manager and human resources organization to develop and implement appropriate IT talent management activities. May participate in the development, implementation and maintenance of IT communication strategies and plans.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, Business Administration or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of relevant IT and business work experience.

Complexity:
Intermediate professional level role. Performs assigned tasks of moderate to high complexity using established procedures, standards and guidelines. Works independently or on multiple projects as a project team member, occasionally as a project leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior staff.

Manager, Technical Training

General Characteristics

Manages the IT training life cycle, including needs analysis, training strategy and development and delivery of training programs and tools for IT professionals and end-users. Additionally, implements and manages a skills management and competency development process for the IT professional staff and end-user community. Coordinates or provides services to identify business and subsequent training drivers for the organization and identifies technology drivers for the analysis of roles and their associated skills and competencies. Leads analysis of current skills to identify skill gaps and works with IT to prioritize skills training and development imperatives. Ensures a technical learning environment exists in the organization. Responsible for ensuring capability of technology is maximized through effective training, resulting in transfer of knowledge and skills that support organizational needs.

Oversees the development of curriculums and specific courseware to address skill gaps for IT professionals and end-users, and oversees the selection and usage of various training delivery systems and certification/testing methods to assess the effectiveness and efficiency of programs. Measures training return on investment (ROI) and helps to pilot test new training techniques, strategies, tools and processes to increase training effectiveness.

Dimensions

Education:
Bachelor’s Degree in Instructional Technology, Computer Science, Information Systems, Education, or other related field. Or equivalent work experience.

Experience:
Typically has 8 to 10 years of Training (including curriculum development for IT and instructional technology) experience, 2 or more years of training management experience.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate training officer, IT Chief Operating Officer or Chief Information Officer.

Technical Trainer

General Characteristics
Responsible for the creation, and delivery of training and development programs to all levels of end-users and IT professionals. Involved in training needs assessment process and vendor selection. Works closely with both IT and the business to understand system and training needs for applications and packages supported. Develops documentation for custom applications and packaged applications, using a variety of mediums as needed. Designs training programs, classes, workshops, and Computer Based Training (CBT) and on-line help. Delivers training to a variety of audiences, understanding and applying adult learning principles. More junior position works on and delivers training programs for standard packages and productivity tools (e.g., Word, Excel, e-mail). More senior position delivers technical training to IT professionals, and requires in-depth knowledge and experience in the systems/applications/programming languages supported (e.g., Oracle, NT, C++).

Dimensions

Education:
Master’s Degree in Instructional Technology, Computer Science, Information Systems, Education, or other related field. Or equivalent work experience.

Experience:
Typically has 7 years of Training (including IT course development and delivery) experience.

Complexity:
Intermediate professional level role. Works independently or on multiple IT training projects as a project team member, occasionally as a project leader. Works on small to large, complex IT training projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior staff.
Security Manager

General Characteristics

Manages the development and delivery of IT security standards, best practices, architecture and systems to ensure information system security across the enterprise. Implements processes and methods for auditing and addressing non-compliance to information security standards; facilitates migration of non-compliant environments to compliant environments. Conducts studies within and outside the organization to ensure compliance with standards and currency with industry security norms. Manages and participates in the planning and implementation of security administration for all IT projects. Responsible for evaluation and selection of security applications and systems. Makes recommendations and assists in the implementation of changes to work methods and procedures to make them more effective or to strengthen security measures. In organizations where customers or vendors access databases/applications, security takes on a higher level of criticality for the protection of corporate intellectual capital.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 8 years of IT work experience with a broad range of exposure to all aspects of business planning, systems analysis and applications development. Experience with managing team(s) and project(s) for information security management.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and subject matter expert. Frequently reports to a Corporate Security Officer, Chief Information Security Officer, Chief Technology Officer or IT Chief Operating Officer.

Security Analyst

General Characteristics

Develops and manages security for more than one IT functional area (e.g., data, systems, network and/or Web) across the enterprise. Assists in the development and implementation of security policies and procedures (e.g., user log-on and authentication rules, security breach escalation procedures, security auditing procedures and use of firewalls and encryption routines). Prepares status reports on security matters to develop security risk analysis scenarios and response procedures. Responsible for the tracking and monitoring of software viruses. Enforces security policies and procedures by administering and monitoring security profiles, reviews security violation reports and investigates possible security exceptions, updates, and maintains and documents security controls.

Involved in the evaluation of products and/or procedures to enhance productivity and
effectiveness. Provides direct support to the business and IT staff for security related issues. Educates IT and the business about security policies and consults on security issues regarding user built/managed systems. Represents the security needs of the organization by providing expertise and assistance in all IT projects with regard to security issues. Must have extensive knowledge in networking, databases, systems and/or Web operations. More junior level position primarily focuses on security administration; a more senior level position is involved in developing enterprise security strategies, management of security projects and the most complicated security issues.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of combined IT and security work experience with a broad range of exposure to systems analysis, applications development, database design and administration; one to two years of experience with information security. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:
Intermediate professional level role. Works independently or on multiple IT security projects as a project team member, occasionally as a project leader. Works on small to large, complex security issues or projects that require increased skill in multiple IT functional areas. May coach more junior staff.

Lead Systems Security Engineer

General Characteristics

Enforces security policies and procedures by administering and monitoring security profiles, reviews security violation reports and investigates possible security exceptions, updates, and maintains and documents security controls. Involved in the evaluation of products and/or procedures to enhance productivity and effectiveness. Provides direct support to the business and IT staff for systems security related issues. Educates users on systems security standards and procedures. Must have broad technical knowledge of network operating systems.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field with 12 years of work experience or seven (7) years with a relevant Master's degree.

Experience:
Typically has at least 3 years of combined IT and security work experience with a broad exposure to infrastructure/network and multi-platform environments. Requires knowledge of security issues, techniques and implications across all existing computer platforms.
LEAD APPLICATIONS SECURITY ENGINEER

General Characteristics

Responsible for the planning, design, enforcement and audit of security policies and procedures which safeguard the integrity of and access to enterprise systems, files and data elements. This position provides management with risk assessments and security briefings to advise them of critical issues that may affect customer, or corporate security objectives. Oversees security awareness programs and provides education on security policies and practices. Maintains knowledge of changing technologies, and provides recommendations for adaptation of new technologies or policies. Evaluates and recommends security products, services and/or procedures to enhance productivity and effectiveness.

Dimensions

Education:
Possesses a bachelor’s degree and has ten (10) years’ experience in the field OR possesses a Master's degree and has seven (7) years’ experience in the field.

Experience:
More than 7 years of IT work experience with exposure to systems analysis, applications development, database design and administration and at least 5 years of experience with information security. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Web Security Specialist

General Characteristics

Assists in the development and management of Web security policy and procedures for the enterprise. Evaluates information security solutions on Inter/Intranet/Extranet environments. Responsible for monitoring, assessing and reviewing rule base and configurations of firewalls and intrusion detection systems. Performs security assessment reviews of the e-commerce applications for compliance to security policies, standards and practices. Reviews software products and recommends security solutions for various platforms and initiatives. Educates users on the Web security standards and practices. Reviews and prepares status reports on security matters to develop security risk analysis scenarios and response procedures.

Ensures compliance to security policies and procedures by administering and monitoring security profiles; reviews security violation reports and investigates possible security exceptions; updates, maintains and documents security controls. Must have knowledge of client/server and Web technologies and a strong understanding of e-commerce operations.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 to 5 years of combined IT and security experience with a broad range of exposure to infrastructure/Web and multi-platform environments. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:
Intermediate professional level role. Develops security solutions for medium to high complex assignments. Works on multiple projects as a team member and leads Web-related security components. May coach more junior technical staff.

Manager, Product Development

General Characteristics
Manages research and development activities relating to the design and development of software or hardware products and qualification or re-qualification of new and existing products. Works with a cross-functional team to ensure fulfillment of product requirements, evaluates product performance and transition products from development to commercialization. Assists in determining product delivery and deployment dates for new product releases, feature and maintenance releases and regular corrective service or service pack releases.
Acts as a technical consultant to the product organization and leads research, and prototyping of innovative technologies and products. Ensures the technology and architectural roadmap of engineering is properly aligned with and supports the product/business road map. Acts as a customer liaison on technical issues related to product integration, custom development and requirements. May lead major releases and ensure feature enhancements respond to customer requests. Responsible for product delivery managing schedules and tasks related to all aspects of product development.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, Engineering, or other related field. Or equivalent work experience.

Experience:
Typically has 8 years of high-tech industry, product engineering and/or IT work experience. Experience with managing team(s) responsible for software, hardware design, engineering and development functions.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works
on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate senior level software development executive, research and development executive or Chief Technology Officer.

Lead Architect

General Characteristics

Senior IT professional who independently performs a variety of application design tasks which are broad in nature and are concerned with design of the software. Applies extensive industry and enterprise knowledge to identify and recommend integrated IT solutions and services to support business goals or technical needs. Participates in component and data architecture design, software product evaluation and buy vs. build recommendations. Supervises team through project completion and is considered a Subject Matter Expert (SME) in one or more specific areas of computer system design. Plans and performs systems and network research, design development, and other assignments in conformance with customer specifications. Supervises a team of professionals with diverse background and experience. Responsible for highly complex technical projects. Acts as the lead technical authority on the project.

Dimensions

Education:
Possesses a bachelor's degree and has more than ten (10) years’ experience in the field OR Possesses a Master's degree and has seven (7) years’ experience in the field.

Experience:
10+ years of programming/systems analysis experience with emphasis in applications and systems architectural design and development, database and middleware technologies.

Product Developer

General Characteristics

Responsible for designing and developing software or hardware product. Understands business and customer requirements that drive the analysis and design of technical solutions. Participates in all phases of product development lifecycle, including the analysis, design, test and integration of products. Develops design specifications and parameters that are in compliance with products’ architectural blueprints. Researches, evaluates and incorporates new technology and tools to enhance the product development process. Resolves customer complaints with products and responds to suggestions for improvement and enhancements. May assist in development of product user manuals.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, Engineering or other related field. Or equivalent work experience.
Experience:
Typically has 6 years of high-tech industry, product engineering and/or IT work experience.

Complexity:
Intermediate professional level role. Performs product design and development work for medium to highly complex assignments. Works on multiple projects as a team member, sometimes as a technical leader. May coach more junior technical staff.

Lead Product Developer

General Characteristics
Integrally involved in the development and support of all Internet/Intranet/Extranet sites and supporting systems. Works closely with other IT groups and customers to define the system specifications, design and user interface based on customer needs and objectives. Participates in all phases of the development and implementation process, and may act as a project manager on special projects. Ensures the integration of the Web servers and all other supporting systems. Responsible for system tuning, optimization of information/data processing, maintenance and support of the production environment.

Dimensions
Education:
Possesses a bachelor’s degree and has ten (10) years’ experience in the field OR possesses a Master's degree with six (6) years of experience.

Experience:
10 years of experience in IT related analysis, design, coding and testing of web and standalone applications.

Manager, Systems Software

General Characteristics
Responsible for managing the programming, administration and support activities for the enterprise’s operating systems that may reside on multiple platforms. Has a high level understanding of operating systems and foundation architecture. Accountable for operating systems software selection and development and continued maintenance of such systems to improve efficiencies. Develops departmental standards and procedures including systems programming standards and program documentation requirements. Defines and monitors multiple projects, provides technical and administrative supervision. Must interface with members of the IT and user community to coordinate activities relating to the implementation of new software. Provides technical consultation and support to users and other IT staff.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 8 years of IT work experience including managing team(s) responsible for systems engineering, development, administration and support.

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Chief Information Officer, IT Chief Operating Officer, Chief Technology Officer, Operating Unit IT Executive or Departmental IT Executive.

Systems Architect

General Characteristics

Responsible for providing senior level expertise on decisions and priorities regarding the enterprise’s overall systems architecture. Facilitates the establishment and implementation of standards and guidelines that guide the design of technology solutions including architecting and implementing solutions requiring integration of multiple platforms, operating systems and applications across the enterprise. Reviews, advises and designs standard software and hardware builds, system options, risks, costs vs. benefits and impact on the enterprise business process and goals.

Develops and documents the framework for integration and implementation for changes to technical standards. Assists in the development of and manages an architecture governance process. Provides technical guidance to project team areas as appropriate. Tracks industry trends and maintains knowledge of new technologies to better serve the enterprise’s architecture needs.

Dimensions

Education:
Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 10 years of IT work experience in infrastructure/systems environments performing systems planning, architecture design, engineering (hardware and software) and optimization.

Complexity:
Expert/lead technical role. Defines systems architecture and design for the enterprise. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.
Systems Software Programmer

General Characteristics

Responsible for the analysis, development, modification, installation, testing and maintenance of operating systems software. Possesses a strong understanding of systems programming, graphical user interfaces and control languages. Evaluates vendor supplied software packages and makes recommendations to IT management. Modifies and/or debugs vendor-supplied utilities and packages. Modifies, installs and prepares technical documentation for system software applications. Diagnoses, isolates and debugs software problems and performs problem resolution. Monitors systems capacity and performance, plans and executes disaster recovery procedures and provides Tier 2 technical support.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience in systems administration and programming.

Complexity:
Intermediate professional level role. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. Works on moderately complex tasks, projects, activities or support issues that require increased skill in multiple technical environments and has expertise in one product/system. May coach more junior technical staff.

Systems Administrator - Expert

General Characteristics

Deploys the release of new technologies as well as designs, installs, configures, maintains and performs system integration testing of PC/server operating systems, related utilities and hardware. Responsible for trouble shooting server problems as reported by users. Researches, evaluates and recommends software and hardware products. Supports Web access and electronic messaging services and maintains a secure systems environment. Provides new hardware specifications to users based on application needs and anticipated growth, installs new servers and maintains the server infrastructure.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience. Requires a high level of expertise in multiple system environments.

Complexity:
Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve system issues. Performs troubleshooting for complex hardware, software and network problems. Works on multiple projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

UNIX Systems Administrator

General Characteristics

Installs, configures, maintains and performs system integration testing of UNIX based operating systems, related utilities and hardware. Responsible for troubleshooting UNIX-based hardware and software problems. Monitors systems activities and fine tunes system parameters and configuration to optimize performance and ensure security of systems. Performs capacity analysis, monitors and controls usage of disk space. Develops procedures for routine administration including backup/restore, shutdown, and startup. Provides recommendations for improving the server environment, such as capacity thresholds, security gaps, patch levels and hardware recalls.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 to 5 years of IT work experience. Requires a high level of expertise in multiple system environments with emphasis in UNIX-based systems.

Complexity:
Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve system issues. Performs troubleshooting for complex hardware, software and network problems. Works on multiple projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

Storage Management Specialist

General Characteristics

Provides efficient and reliable storage allocation and defines backup, recovery, archival procedures. Develops and implements business continuity practices for storage management. Installs, configures, tests and implements storage management software and hardware. Monitors use and availability of storage resources. Maintains and modifies backup and recovery procedures to meet high availability and mission critical business needs. Troubleshoots storage related issues and takes appropriate actions. Generates reports and analysis on storage usage. Maintains storage configurations to provide capacity planning and performance monitoring/tuning of systems. Benchmarks,
evaluates and makes recommendations for the selection of storage management software and hardware products. Possesses skills and knowledge related to network, operating systems, Storage Area Network (SAN), Network Attached Storage (NAS) and tape backup solutions.

Dimensions

Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 to 5 years of IT work experience. Requires a high level of expertise in multiple system environments. Experience with networking, storage and systems administration.

Complexity:
Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve storage management issues. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

Director, Enterprise Architecture

General Characteristics

Leads the creation and/or evolution of the enterprise architecture function/program including coordination of an appropriately balanced pursuit of enterprise business, information, technical and solution architectures. Leads the identification and analysis of enterprise business drivers to develop enterprise architecture requirements. Analyzes technology industry and market trends and determines potential impact upon the enterprise. Leads the development of enterprise architecture governance structure based on business and IT strategies. Oversees enterprise architecture implementation and ongoing refinement activities. Directs the development and execution of a communication (including education) plan for enterprise architecture standards. Acts as a sounding board or consultant to IT and business leaders in the development of IT solutions for business needs.

Dimensions

Education:
Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 10 to 15 years of IT and business/industry work experience including architecture design and deployment, systems lifecycle management and infrastructure planning and operations, with 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders.
Breadth:
Senior level management. Participates in the technical aspects of strategic decisions regarding IT for the enterprise. Implements and manages those initiatives with complete autonomy. Makes decisions for the organization based on the highest degree of technical complexity and through understanding the far-reaching implications across the IT organization. Frequently reports to a Chief Information Officer or Chief Technology Officer of an enterprise.

Enterprise Architect

General Characteristics

Provides overall direction, guidance and definition of an enterprise’s architecture to effectively support the corporate business strategy. Responsibilities include researching, analyzing, designing, proposing, and delivering solutions that are appropriate for the business and technology strategies. Must have significant business knowledge and have one or more areas of technical expertise in which they concentrate. Interfaces across several business areas, acting as visionary to proactively assist in defining the direction for future projects. Responsible for conception of solutions, building consensus and the selling and execution of such solutions.

Dimensions

Education:
Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 7 to 10 years of IT work experience in multiple IT areas and 2 to 3 years of relevant enterprise-wide architectu re experience in one or more specialty areas.

Complexity:
Expert/lead technical role. Defines enterprise-wide architectures and designs across multiple IT functional areas. Works on multiple projects as a project leader or as the subject matter expert. Works on highly complex projects that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

Business Process Consultant

General Characteristics

Facilitates the optimization of business unit performance by enhancing the alignment between business processes and information technology. Responsible for actively resolving day-to-day technology needs of the business unit with a focus on the analysis of processes—dissecting problems and suggesting solutions. Includes complex systems process analysis, design and simulation. Must understand technical problems and solutions in relation to the current, as well as the future business environment. Must be
able to suggest plans to integrate new and existing processes. Provides input and supports planning and prioritization for business process engineering related activities, including developing the business unit process engineering plan and integrating that plan with the corporate plan. Possesses knowledge and experience leveraging both IT solutions and business process improvements.

Participates in continuous review and update to ensure that processes meet changing business unit conditions. Identifies processes for improvement, documents existing processes, identifies and analyzes gaps between current processes and the desired state, designs new processes, develops process performance measures and plans the transition to a new process. Provides counsel and leadership on future use of technology and business process improvements. This requires a high level of understanding of the organization's business systems and processes as well as industry-wide requirements. Must demonstrate expertise in strategic planning, tactical execution, project management, process management and business systems requirements definition.

Dimensions

Education:

Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

Typically has 10 years of IT experience, 4 years of experience in process engineering and 2 years experience in project management.

Complexity:

Expert/lead technical role. Works on large, complex projects that have enterprise-wide impact and require subject matter expertise of multiple process improvement areas and mastery of process improvement tools. Works as a project team member on multiple projects to facilitate process improvements involving multiple sites or business areas, often as a project leader. Coaches and mentors more junior staff.

IT Business Consultant

General Characteristics

Works with business leaders and acts as a liaison between IT and business units (typically leadership for assigned business units) or vendors. Viewed as integral to the business in any decisions that may be impacted by technology. Acts as a business relationship manager responsible for the collection, analysis, review, documentation and communication of business needs and requirements to the IT organization. Leads the gathering of business needs as well as the design of solutions through direct interaction with business unit leaders. Focuses on developing and improving business processes at all times, assisting with the development of metrics, both within the technology and business organizations.

Has a strong understanding of information systems, business processes, the key drivers and measures of success for the business, and the short- and long-term direction of the
business and technology. Identifies, proposes and influences business solutions, negotiates deliverables and requirements across multiple business customers or organizations. Ensures that the design and integration of proposed system, software and hardware solutions leads to the development and growth of the business through effective use of technology. Integrally involved in ‘buy vs. build’ decisions.

Dimensions

Education:
Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:
Typically has 10 years of relevant technical and business work experience.

Complexity:
Expert/lead technical role. Works with business senior management in one business segment and corporate staff executives to align technology solutions with business strategies. Demonstrates breadth and in-depth knowledge of a business area to identify and communicate how IT solutions can add value. Supports one or more key business functions. Issues and interactions tend to be highly complex and have significant strategic importance. Serves as a project team member for strategic planning or as a team lead.

Lead Business Analyst

General Characteristics

Ability to interact professionally with a diverse group of executives, managers, and subject matter experts is required. Must have an understanding of Internet, Intranet, Extranet and client/server technologies; act as liaison among internal stakeholders to analyze, document, communicate and validate business and system requirements; effectively present information and respond to questions from groups of managers, vendors, and customers.

Dimensions

Education:
Possesses a bachelor's degree and has more than twelve (12) years’ experience in the field OR possesses a Master's degree and has eight (8) years’ experience in the field.

Experience:
More than twelve (12) years of experience, or eight (8) years’ experience for a Master's degree with in Information Technology domain.

Configuration Management Analyst

General Characteristics

Provides Configuration Management (CM) support for the customer’s software baseline
control efforts. Maintains the baseline using automated CM tools. Responsible for maintaining project software and documentation inventory and configuration baselines. Establishes and maintains the CM processes and procedures. Defines and implements procedures for releasing products throughout the whole product life cycle. Serves on the Configuration Control Board (CCB). Produces builds of products for use in testing and in production; identifies and implements processes to strengthen, streamline and automate build processes; serves as an advocate for best practices; drives the development and maintenance of build automation tools; maintains the source code change control; performs distribution partner and corporate client set-ups.

Performs software deficiency and change request updates and reporting. Maintains the project notebook library and software development folders. Tracks and maintains the project change requests, impact assessments, incident reports, and software change notices on a continuous basis. Measures and reports on success metrics benchmarking performance against world class measures. Supports management with technical performance data from the CM process.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 5 years of IT work experience in systems/applications development functions.

Complexity:
Intermediate professional level role. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. Works on moderately complex tasks, projects, activities or support issues that require increased skill in multiple technical environments. May coach more junior technical staff.

Release/Build Engineer

General Characteristics

Develops and maintains the build environment, the source code control system and the issue tracking systems. Creates and tests builds, resolves issues, applies labels to file and communicates build status. Responsible for building scripts and installation procedures. Proactively identifies and implements procedures to streamline the build process which may drive the development and maintenance of an automated build process with automatic notification of build and unit test failure problems to responsible engineers. May assist engineering management in making choices for source code management systems, and other development and testing tools. Knowledge of quality methods and procedures as well as PC, PVCS, UNIX and scripting languages is required for successful performance in this role.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 to 5 years of IT work experience with at least 2 years related to release management. Proficient in the use of project management, spreadsheet and database query tools. Has subject matter expertise in release management process.

Complexity:
Intermediate professional level role. Works on multiple releases/projects as a subject matter expert and as a project leader. Works on complex projects that require expertise across multiple disciplines and environments. May coach more junior technical staff.

Director, Program Management

General Characteristics
Responsible for building and managing the project/program management office/function for IT. Defines and develops enterprise-wide IT project/program management practices, governance standards, processes and metrics. Ensures projects/programs are defined, tracked and communicated in a consistent and effective manner. Incorporates effective change and risk management controls. Partners with IT and business leadership and other key stakeholders to define opportunities, to identify and prioritize projects based on predefined criteria (return on investment, productivity, compliance). Directs project/program managers with business case development. Responsible for ensuring all projects within IT portfolios/programs are delivered on time, within budget and to an agreed quality level. Must possess extensive knowledge and expertise in project/program management, portfolio management methodologies and tools. This is a single incumbent position that typically exists in a large enterprise with multiple program managers and/or project managers as direct reports.

Dimensions

Education:
Bachelor’s or Master’s Degree in Computer Science, Business Administration, or other related field. Or equivalent work experience. Project Management certification is required.

Experience:
Typically has 10 to 15 years of IT and business/industry work experience, with at least 3 years of leadership experience and 5 years managing projects and/or project portfolios.

Breadth:
Senior level management with overall responsibility for the enterprise-wide project/program management practices. Accountable for on-time, within budget and quality delivery of all IT projects/programs. Directs and mentors a team of program managers, project managers, portfolio managers and/or other project management staff. Frequently reports to a Chief Information Officer, Chief Technology Officer or IT Chief Operating Officer.
Program Manager

Scope Variant

Maps to level 3

General Characteristics

Responsible for managing one or more highly complex or enterprise-wide IT program(s) consisting of multiple projects. Develops the program strategy, supporting business case and various enterprise-wide high-level project plans. Ensures integration of projects and adjusts project scope, timing, and budgets as needed, based on the needs of the business. Communicates with IT leadership, business leadership and IT Business Consultants to communicate program strategy, direction and changes. Responsible for delivering all projects contained in the IT project portfolio on time, within budget and meeting the strategic and business requirements. Responsible for tracking key project milestones and recommending adjustments to Project Managers. Partners with senior leadership of the business community to identify and prioritize opportunities for utilizing IT to achieve the goals of the enterprise. Must possess extensive knowledge and expertise in the use of Project Management methodologies and tools. This is a single or multiple incumbent(s) position that typically exists in a small to medium size enterprise with multiple project managers, project leaders and/or project support staff as direct reports.

Dimensions

Education:
Master's Degree in Computer Science, Business Administration, or other related field. Or equivalent work experience. Project Management certification is required.

Experience:
Typically has 15 years of IT and business/industry work experience, with at least 3 years of leadership experience and 5 years in managing projects.

Breadth:
Senior level management with overall responsibility for the management of one highly complex or enterprise-wide program consisting of multiple projects. Responsible for managing all aspects of the design, development and implementation of the program. Directs and mentors a team of project managers, portfolio managers and/or other project management staff. Frequently reports to a Chief Information Officer, Chief Technology Officer, IT Chief Operating Officer or Director, Program Management.

Project Manager - Executive

General Characteristics

Responsible for overall coordination, status reporting and stability of project oriented work efforts. Establishes and implements project management processes and methodologies for the IT community to ensure projects are delivered on time, within budget, adhere to high quality standards and meet customer expectations. Responsible
for assembling project plans and teamwork assignments, directing and monitoring work efforts on a daily basis, identifying resource needs, performing quality review; and escalating functional, quality, timeline issues appropriately. Responsible for tracking key project milestones and adjusting project plans and/or resources to meet the needs of customers. Coordinates communication with all areas of the enterprise that impacts the scope, budget, risk and resources of the work effort being managed. Assists Program Manager(s) in partnering with senior management of the business community to identify and prioritize opportunities for utilizing IT to achieve the goals of the enterprise. Must possess extensive knowledge and expertise in the use of project management methodologies and tools, resource management practices and change management techniques. This is a management role with human resource management responsibilities (e.g., hiring, performance management). Manages one or more cross-functional projects of medium to high complexity. More senior role has responsibility for multiple large, complex projects with greater impact to the enterprise.

Dimensions

Education:
Master’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience. Project Management certification or successful completion of a recognized project management curriculum is required.

Experience:
Typically has 15 years of IT work experience, including 4 or more years managing projects. Experience with projects in multiple technologies and functions.

Breadth:
Middle level management. Works under general direction of senior level management. Responsible for the management of one or more medium to large-sized, moderately to highly complex projects. Typically manages and mentors project leaders and project management staff.

Lead Project Manager

General Characteristics

Provide executive/corporate level management to evaluate and solve multifaceted and multidiscipline project related problems. Provide corporate resources to project personnel. Provide guidance on interagency/interdepartmental projects to customer agency leaders and department heads. May perform as high level subject matter expert on project-related matters as related to assessing regulatory compliance and potential impact on the customer’s established procedures, organizational culture, or regulatory authority.

Dimensions

Education:
Possesses a Master's degree and has more than eighteen (18) years’ experience in the field.

Experience:
More than eighteen (18) years' experience in Information Technology domain.

Project Leader

General Characteristics
Responsible for overall coordination, status reporting and stability of project oriented work efforts. Establishes and implements project management processes and methodologies for the IT community to ensure projects are delivered on time, within budget, adhere to high quality standards and meet customer expectations. Responsible for assembling project plans and teamwork assignments, directing and monitoring work efforts on a daily basis, identifying resource needs, performing quality review; and escalating functional, quality, timeline issues appropriately. Responsible for tracking key project milestones and adjusting project plans and/or resources to meet the needs of customers. Coordinates communication with all areas of the enterprise that impacts the scope, budget, risk, and resources of the work effort being managed. Assists Project Manager(s) and/or Program Manager(s) in identifying and prioritizing opportunities for utilizing IT to achieve the goals of the enterprise. Must possess advanced knowledge and proficiency in the use of project management methodologies and tools, resource management practices and change management techniques. This is an individual contributor role without human resource management responsibilities (e.g., hiring, performance management). Manages one or more projects of medium to high complexity. More senior role has responsibility for large, complex, cross-functional or multiple projects with greater impact to the enterprise.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:
Typically has 6 years of IT work experience, including 2 or more years managing projects.

Complexity:
Intermediate professional level role. Responsible for the management of one or more small to medium-sized, moderately complex projects. Leads, assigns and tracks results for a project team under general direction of project/program managers.

Customer Service Hotline Representative

General Characteristics
Responsible for responding to inquiries and providing information to customers calling
into a service hotline. Records all customer contact information in a call log. Evaluates situation, determines appropriate response and escalates to designated specialist/resource for resolution of customer’s problem or complaint. Tracks issues escalated for resolution to ensure customer receives a timely response. Must have knowledge of the enterprise’s business/products and demonstrate strong customer focused skills.

Dimensions

Education:
Bachelor’s Degree or technical institute degree/certificate in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:
Typically has 3 years of related work experience.

Complexity:
Learner/entry level role. Provides customer hotline services of low to medium complexity. Functions, somewhat independently, under general direction of more senior customer service representatives, supervisors or managers. Generally follows documented procedures and checklists.

Technical Product Support Analyst

General Characteristics

Responsible for providing post-sales technical product support. This includes, but is not limited to, analyzing customers’ business needs and developing technical requirements, preparing technical responses to Requests for Quotes (RFQs), configuring integrated solutions to meet customer needs and implementing client solutions. May act as a primary point of contact between customer’s technical staff and the enterprise’s development/ engineering organization. Serves as technical consultant to the sales team and must have a broad knowledge of multiple computer environments, platforms and technologies and in-depth knowledge of the enterprise’s products.

Dimensions

Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 4 to 6 years of high-tech industry and/or IT work experience in product engineering, development and/or support functions.

Complexity:
Intermediate professional level role. Works independently or on multiple projects as a project team member, occasionally as a project leader. Works on small to large, complex issues/projects that require increased skill in multiple technical environments and knowledge of one or more specific technical products. May coach more junior staff.
Technical Product Support Specialist

General Characteristics

Responsible for providing post-sales technical product support. This includes, but is not limited to coordinating the resolution of customer problems, maintaining and installing applications/solutions, performing bug verification, release testing and beta support for one or more products. May work at the customer site to design and install applications. Must have knowledge of one or more of the enterprise's products and familiarity of multiple applications.

Dimensions

Education:
Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
Typically has 3 years related high-tech industry and/or IT work experience.

Complexity:
Learner/entry level role. Provides technical product support to one or more product(s) of low to medium complexity. Functions, somewhat independently, under general direction of more senior technical product support staff, supervisors or managers. Generally follows documented procedures and checklists.

Team Lead - Cyber Security Expert

General Characteristics

Directs the planning and development of an enterprise information security strategy and information security architecture. Collaborates with key business and IT leaders to develop security and business continuance standards and action plans. Directs all enterprise-wide security audits and tasks to ensure that the integrity, confidentiality and availability of information to end users, is not compromised.

- Determines security requirements by evaluating business strategies and requirements; researching information security standards; conducting system security and vulnerability analyses and risk assessments; studying architecture/platform; identifying integration issues; preparing cost estimates

- Plans security systems by evaluating network and security technologies; developing requirements for local area networks (LANs), wide area networks (WANs), virtual private networks (VPNs), routers, firewalls, and related security and network devices; designs public key infrastructures (PKIs), including use of certification authorities (CAs) and digital signatures as well as hardware and software; adhering to industry standards.

- Verifies security systems by developing and implementing test scripts.
• Implements security systems by specifying intrusion detection methodologies and equipment; directing equipment and software installation and calibration; preparing preventive and reactive measures; creating, transmitting, and maintaining keys; providing technical support; completing documentation.

• Prepares system security reports by collecting, analyzing, and summarizing data and trends.

• Upgrades security systems by monitoring security environment; identifying security gaps; evaluating and implementing enhancements

• Updates job knowledge by tracking and understanding emerging security practices and standards; participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.

• Enhances security team accomplishments and competence by planning delivery of solutions; answering technical and procedural questions for less --experienced team members; teaching improved processes; mentoring team members

• Creates Plans of Action and Milestones (POA&Ms) and follow through for issues requiring additional time for testing, solutions development, team collaboration, and deployment.

• Maintains security by monitoring and ensuring compliance to standards, policies, and procedures; conducting incident response analyses; developing and conducting training programs.

• Provides Security Advisory Support, Strategy and Mentorship to enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

Dimensions:

Education:
• BA/BS degree in Systems Engineering or closely related field or equivalent work experience
• Any of the following certifications: CISA, GCIH, GCED, CISSP, or CASP CE

Experience

7-10 years of IT and business/industry work experience, with at least 3 years’ specific experience in cybersecurity certification and accreditation

• Expertise in cyber security
• Strong written and verbal communication skills
• Strong problem solving skills
• Understanding of the system certification process
• Experience with information assurance risk assessments

Breadth:

Highest leadership role for establishing strategy and direction for the enterprise’s IT security related functions. Accountable for enterprise-wide results.
LABOR CATEGORY DESCRIPTIONS

Accounting Technician

One year of experience and proficient in Microsoft Office Suite (Word, Excel, Outlook, and PowerPoint). Operations Security (OPSEC) - Contractor personnel shall be thoroughly familiar with Operations Security (OPSEC) strategies and methods

Proficient in utilizing the General Accounting and Finance System and working knowledge of Microsoft Access.

Educational Requirements: Bachelor’s Degree or technical institute degree/certificate in Computer Science, Information Systems or another related field. Or equivalent work experience in integration of hardware, software, interfaces and all system level requirements.

Jr. Case Closure Analyst


Performs case closure duties including financial management support, analytical support on case lines deemed to be in error, corrections to financial postings, expenditure delivery reporting and decision support services.

Educational Requirements: Associate Degree in Accounting or Finance OR 1 year of working experience in accounting or finance. Proficient in Microsoft Office Suite (Word, Excel, Outlook, and PowerPoint). Ability to communicate effectively, both orally and in writing.

Quality Assurance Specialist

Responsibilities: High level of technical competence in the area of quality assurance. Provides guidance and instruction to others in performing quality assurance including maintaining quality records, performing quality audits, and maintaining quality assurance standards to meet evolving industry and government quality requirements. Reports independently of line management for functions being audited or where inspections are performed.

Educational Requirements: Bachelor’s degree in an associated technical discipline with 2 years of experience.
### Information Specialist

**Able to operate multi-channel contact centers and provide technical assistance in the form of general information. Inquiries shall be received and responded to via phone, social media, email, mail, and fax. Shall be courteous, articulate, responsive, and customer service oriented. Shall be fluent in the English language (and at least one staff person fluent in Spanish on staff at all times) to be able to communicate orally and in writing and have a basic familiarity with general office procedures and practices.**

**Educational Requirements:** **Associate Degree and 1+ years of experience.**

### Case Closure Analyst

2 years of financial management experience. Proficient in Microsoft Office Suite (Word, Excel, Outlook, and PowerPoint). Skill in developing and modifying methods and techniques to analyze, evaluate, and resolve a variety of financial and system problems related to case closure and reconciliation. Ability to communicate effectively, both orally and in writing, to justify, defend, present, and/or advise on case closure and reconciliation activities. Willingness to learn and receive training on FMS processes and financial systems

Mentors team of Junior Case Closure Analysts and serves as alternate POC for customer communications. Reports to the Lead Case Closure analyst. Performs case closure duties including financial management support, analytical support on case lines deemed to be in error, corrections to financial postings, expenditure delivery reporting and decision support services

**Educational Requirements:** **Bachelor’s Degree or technical institute degree/certificate in Computer Science, Information Systems or another related field. Or equivalent work experience in integration of hardware, software, interfaces and all system level requirements.**

### Software Engineer

**Responsibilities:** **Analyzes and studies complex system requirements. Designs software tools and subsystems to support software reuse and domain analyses and manages their implementation.** Manages software development and support using formal specifications, data flow diagrams, and other accepted design techniques. Interprets software requirements and design specifications to code and integrates and tests software components. Estimates software development costs and schedule. Works independently with minimal direct supervision.

**Educational Requirements:** **BA/BS in Engineering with four years of experience, and at least two years of specialized experience in design methodologies and design tools.**

### Business Analyst

**Minimum/General Experience:** **6 years’ experience within client system (or other large healthcare or insurance entity) as a technical business analyst.** Successfully with technical and non-technical groups and manage multiple responsibilities. Proven ability to work successfully with technical and non-technical groups and manage multiple responsibilities. Experience and understanding of Enterprise Information Management best practices. **4 years’ experience in client program implementation, particularly using Informatica suite tools. Strong communication, analytical and interpersonal skills at all levels. Bachelor’s degree in Computer Science. Systems Engineering or equivalent experience.**
The Business Analyst position will report to the Management team. This team helps improve data quality and supports data analytics. The objective of this team is to ensure data is accessible and trusted by business users to support data-driven decisions. The team also partners with key business areas to execute a roadmap of defined business value propositions. The Business Analyst responsibilities include: Defining requirements for master data solutions for a multi-terabyte Master Data Management (MDM) implementation. Gathering and refining requirements for MDM capabilities, using the Informatica application tool stack. Working collaboratively with program staff, HHSC Information Technology team, and other MDM business analysts with a goal of mastering critical agency data and enhancing governed reference data.

Educational Requirements: Bachelor’s Degree or technical institute degree/certificate in Computer Science, Information Systems or another related field. Or equivalent work experience in integration of hardware, software, interfaces and all system level requirements.

Management Consultant

Responsibilities: Develops and applies advanced methods, theories, and research techniques in the investigation and solution of complex and difficult concept, planning, design, and/or implementation problems requiring the expert application of advanced knowledge. He or she is often the highest level of individual contributor and is normally widely recognized for achievements, technical expertise, and meritorious standing within his or her professional field.

Educational Requirements: Bachelor’s degree in an associated technical discipline and 2+ years of experience.

Contracts Manager

Responsibilities: Performs tasks and activities assigned by Senior Manager or Senior Executive/Partner. Acts as a liaison to the client and notifies Senior Managers and Senior Executives/Partners of major developments. Duties include: designing processes and policies; managing improper payments and recovery efforts; working with client executives to review strategies and business objectives; communicating status of performance to client executives; and managing financial and business support functional responsibilities to support projects, including financial management of contract arrangements, contracts management and administration, facilities management, resource planning and other general business administration functions that directly support the project.

Educational Requirements: Associate degree with two years of relevant experience or Completed coursework in finance, accounting, statistics, business, economics or related areas with at least four years of experience in financial, accounting, or business management areas in supporting commercial, state or federal organizations.

Project Manager

Under general supervision, is responsible for assisting in all aspects of project performance (i.e., technical, contractual, administrative, financial). Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, establishes and maintains technical and financial reports to show progress to Division management and customers, and maintains customer contacts to ensure conformity to all contractual obligations.

Educational Requirements: Bachelor’s degree or equivalent with 8 years of experience in related field or master’s degree with four years of experience

Program Manager

Provides overall direction of program activities and personnel. With guidance from customers, specifications, and directives, plans and executes specification development and systems specification, design, and
development. Performs complex work involved in specifications development, implementation, testing and documentation of engineering systems and equipment. Applies software, hardware, and standard information technology knowledge in the analysis, integration, and acquisition of systems. Consults with customers to ensure contractual conformity, produces financial and technical reports showing project status to customers and management, assigns tasks and responsibilities to subordinates and is responsible for successful completion of all tasks.

Educational Requirements: Bachelor’s degree or equivalent with 10 years of experience in related field or master’s degree with eight years of experience.

Data Research Analyst

Responsibilities: Performing database and metrics support including the following activities: Analyzing deliverables and related data from business systems to produce spreadsheets and reports to support required client oversight functions for the contract’s vendor. Perform data cleansing operations and generate reports. Research and maintain pricing data on IT hardware and software products used by client. Perform market research and report on program suspense(s) related to product pricing. Support program management review meetings for client programs. Report a separate analysis of data to demonstrate possible areas for consolidation. Create, deliver, and generate briefings, reports, correspondence, and/or files in direct support of client programs. Perform market research and analysis to determine availability of the requirement. Analyze market trends, commercial practices, conditions, and technological advances.

Educational Requirements: Bachelor’s Degree in related field and 2+ years of experience.

Software Solution Architect

Responsibilities: Relies on experience and judgement to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected. Shall have experience designing the information architecture, user interface and user interactions for systems. Skills should include interpreting user research to design highly usable system information architecture and screen designs. Be able to develop prototypes and have the knowledge and skills to evaluate the designs usability through cognitive walkthroughs and heuristic reviews. Shall have the skills and mindset more closely aligned with human computer interaction or cognitive science graduates than software engineers or programmers, experience or advanced degree in cognitive science and/or Human Computer Interaction (HCI) or Human Factors is desired. Designs, modifies, develops, writes and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing and certification of software.

Educational Requirements: Bachelor’s degree in an associated technical discipline with 5 years of experience or Master’s degree with three years in experience.

Client Technologies Analyst

Responsibilities: Six year of experience and develops integrated system test requirement, strategies, devices and systems. Directs overall system level testing. Responsible for the design and development of IT systems, develops design and functional specifications, produces deliverables related to the project(s) assigned and assists in post implementation support and system enhancements. Responsible for selecting appropriate C.A.S.E. tools to develop systems and software; gathering, compiling and synthesizing information with regard to technology processes or systems. Possesses experience in the implementation and support of resource planning, sales automation, marketing, financial and distribution systems. Provides analysis related to the design, development, and integration of hardware, software, interfaces and all system level requirements to provide an integrated IT solution. Functions, somewhat independently, under general
direction of more senior technical product support staff, supervisors or managers. Generally, follows documented procedures and checklists.

Educational Requirements: Bachelor’s Degree or technical institute degree/certificate in Computer Science, Information Systems or another related field. Or equivalent work experience in integration of hardware, software, interfaces and all system level requirements.

Technical Specialist

**Responsibilities:** Work with business analyst and stakeholders, Collaborate with architects, business analysts, business users and external systems integrators in conceptualization of new technical objects to support system integrations such as ERP. Evaluate requirements from functional specifications and create efficient technical integration designs. Analyze, evaluate and support impact of software release upgrades in existing integrations. Mitigate significant risks associated with integration projects, which have a high technical complexity and/or involve significant challenges. Create process flows, high level functional and detailed technical design specifications from business requirements.

Educational Requirements: Bachelor’s degree or equivalent technical study with 4 years of experience.

FOR SIN ANCILLARY – ANCILLARY SUPPLIES AND SERVICES:

Executive Secretary

Primary responsibilities shall be to provide support services on a wide range of complex and sensitive administrative requirements. The contractor shall deal with sensitive and confidential information concerning issues of planning, policy development, and analysis, research, and legislative and budget formulation processes.

Shall have at a minimum qualifications and experience providing administrative and office management support for senior managers of the organization. He/ She shall be skilled in the use of personal computers and networks and proficient in Microsoft Windows and the Microsoft Office (Excel, PowerPoint, Access) suite program.

Educational Requirements: Associate degree in related field and 1+ year of experience

Administrative Assistant

Works under general supervision in performing moderately complex administrative duties and assists in specific tasks of a more complex nature. He or she performs administrative functions related to management policies and general project operations.

Educational Requirements: High School Experience with Two (2) years administrative experience within the industry

FOR SIN 541990L – PROFESSIONAL LAW ENFORCEMENT SERVICES:

Project Manager

Minimum/General Experience and Years of Experience:

- Attention to detail and the ability to follow and read directions.
• Must possess a demonstrated ability to analyze documents to extract information.
• Must have one year of experience related to law enforcement.
• Must have at least one year experience as a supervisor.
• Good oral and written communication skills.

Functional Responsibilities:

The Project Manager/Director performs, but is not limited to the following activities:

• Manages execution of the contract for the office.
• Supervises each subordinate office supervisor.
• Executes the Contractor’s quality control program.
• Recruits and hires all supervisors/office managers with approval of program manager.
• Approves hiring of all personnel within area of responsibility.
• Executes the training program within assigned area of responsibility.
• Reports directly to the program manager.

Educational Requirements:

• Four year undergraduate degree.

This position requires U.S. Citizenship and background investigation.

Senior Auditor/Investigator

Minimum/General Experience and Years of Experience:

• Must have at least 5 Years of Federal Law Enforcement experience, demonstrated experience in complex Criminal/Civil/National Security/ investigations or experience within a specific investigative field.
• Must have excellent written and oral communication skills.
• Understand the rules of evidence and criminal procedure, the admissibility and inadmissibility of evidence and the elements of the crime(s) under investigation.
• The individual must possess a valid driver’s license.
• Ability to travel in support of investigations.
• Experience managing within a specific investigative field.
• Significant experience testifying in court matters.
• Demonstrated liaison/coordination skills.

Functional Responsibilities:

• Performs as a member of an audit team, which includes performing audit steps under the supervision of a Senior Auditor or Supervisor.
• Auditor must have the experience to address the independent performance of a major segment of an audit.
• The auditor analyzes and evaluates financial data for use in litigation.
• Typically, an auditor working in support of a prosecutor’s office will be expected to do the following:
  o Initiate, plan and carry out work assignments with a minimum amount of direction and control.
• Work with investigators from a variety of law enforcement agencies.
• Review and evaluate financial documents such as tax returns, accountant’s work papers, financial statements, loan records, bank and brokerage statements and books of account (general ledger, accounts payable and receivable, general journal, etc.)
• Reconstruct books and records that have been destroyed or are otherwise incomplete. Recommends what additional records are necessary to complete an investigation and how to obtain them.
• Utilize accounting software.
• Assist in witness interviews and prepare reports (with exhibits) summarizing the findings of their investigation in a way that will be understandable to those lacking an accounting background. Prepare graphical representations of findings and conclusions for use as grand jury and trial exhibits.
• Testify before grand juries and at trial. Investigator I provides professional investigations and collateral coverage to clarify and/or verify facts in Criminal/Civil/National Security/ investigations, or similar matters.
• Provide expert testimony in court cases/affidavits/Grand Jury and related matters.
• Provide reviews of analysis of information and makes intelligence assessments for cognizant investigators. Provide written reports/analysis of investigation/intelligence information.

• Ability to travel in support of investigations.

Educational Requirements
• Bachelor’s degree in accounting and CPA certification OR Bachelor’s degree in some other finance discipline with 3 years of auditing experience.
• Master’s degree preferred.
• Formalized training and certification within a specific expertise/investigative field preferred

This position requires U.S. Citizenship and background investigation.

Junior Auditor/Investigator

Minimum/General Experience and Years of Experience:
• Must have at least 2 Years of Federal Law Enforcement experience, demonstrated experience in complex Criminal/Civil/National Security/ investigations or experience within a specific investigative field.
• Must have excellent written and oral communication skills.
• Understand the rules of evidence and criminal procedure, the admissibility and inadmissibility of evidence and the elements of the crime(s) under investigation.
• The individual must possess a valid driver’s license.
• Ability to travel in support of investigations.
• Experience managing within a specific investigative field.
• Significant experience testifying in court matters.
• Demonstrated liaison/coordination skills.

Functional Responsibilities:

• Performs as a member of an audit team, which includes performing audit steps under the supervision of a Senior Auditor or Supervisor.
• The auditor analyzes and evaluates financial data for use in litigation.
• Typically, an auditor working in support of a prosecutor’s office will be expected to do the following:
  o Assist the senior auditors on work assignments under direction and control.
  o Work with investigators from a variety of law enforcement agencies.
  o Review and evaluate financial documents such as tax returns, accountant’s work papers, financial statements, loan records, bank and brokerage statements and books of account (general ledger, accounts payable and receivable, general journal, etc.)
  o Reconstruct books and records that have been destroyed or are otherwise incomplete. Recommends what additional records are necessary to complete an investigation and how to obtain them.
  o Utilize accounting software.
  o Assist in witness interviews and prepare reports (with exhibits) summarizing the findings of their investigation in a way that will be understandable to those lacking an accounting background. Prepare graphical representations of findings and conclusions for use as grand jury and trial exhibits.
  o Testify before grand juries and at trial.
  o Provide expert testimony in court cases/affidavits/Grand Jury and related matters.
  o Provide reviews of analysis of information and makes intelligence assessments for cognizant investigators.
  o Provide written reports/analysis of investigation/intelligence information.
  o Ability to travel in support of investigations.

Educational Requirements

• Bachelor’s degree in accounting OR Bachelor’s degree in some other finance discipline with 1 year of auditing experience.
• Master’s degree preferred.
• Formalized training and certification within a specific expertise/investigative field preferred

This position requires U.S. Citizenship and background investigation.
Records Examiner/Analyst

Minimum/General Experience and Years of Experience:

- Must have one year of experience in a field related to law enforcement.
- Attention to detail and the ability to read and follow directions.
- Good oral and written communications skills.
- Must possess a demonstrated ability to analyze documents to extract information.

Functional Responsibilities:

A Records Examiner/Analyst will provide Data Analyst tasks and performs, but is not limited to the following duties:

- Review data and information from multiple sources.
- Establish case/project files.
- Enter and retrieve data from data bases.
- Prepare and format management reports.
- Manipulate, transfer, compute and print information.
- Create and manipulate spreadsheets.
- Prepare and correct reports and correspondence using word processing software.
- Conduct validation and verification of case files and case data system.

Educational Requirements:

- A four year undergraduate degree is preferred.

This position requires U.S. Citizenship and background investigation.

Technical Writer

Minimum/General Experience and Years of Experience:

- At least one year experience in researching, writing, editing, proofreading or performing word-processing of written materials is required.
- Knowledge of desktop publishing or graphics programs is preferred, but not required.

Functional Responsibilities:

- Develops, writes, and edits material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance of machinery and other equipment.
- Observes production, developmental, and experimental activities to determine operating procedure and detail.
• Interviews production and engineering personnel and reads journals, reports, and other material to become familiar with product technologies and production methods.
• Studies blueprints, sketches, drawings, parts lists, specifications, mockups, and product samples to integrate and delineate technology, operating procedure, and production sequence and detail.
• Reviews published materials and recommend revisions or changes in scope, format, content, and methods of reproduction and binding.
• Prepares documents to be posted on the Intranet.
• Distributes publications to appropriate offices in the field.
• Maintain records and files of work and revisions.
• Select photographs, drawings, sketches, diagrams, and charts to illustrate material and performs print jobs.
• Assist in laying out material for publication.
• Write speeches, articles, and public or employee relations releases.
• Edit, standardize, or make changes to material prepared by other writers.

Educational Requirements:

• Four year undergraduate degree in English, journalism, communications, or related field.

This position requires U.S. Citizenship and background investigation.

Paralegal/Clerk

Minimum/General Experience and Years of Experience

• At least 2 - 5 years of experience that includes some trial experience.
• Basic paralegal knowledge, including knowledge of standard legal citation system sufficient to perform basic legal research.
• Some automated litigation support experience is desirable.
• Hands-on familiarity with a variety of computer applications, including word processing, database, spreadsheet, and electronic communications.
• Ability to consistently deliver highest quality work under extreme pressure.
• Excellent written and oral communication skills and thorough knowledge of legal research tools.

Functional Responsibilities:

The Paralegal/Clerk performs, but is not limited to the following duties:

• Assist attorneys, and provides reviews.
• Reviews case material and prepares digest of selected decisions/opinions incorporating legal references.
• Searches for and summarizes relevant articles in trade magazines, law reviews, published studies, financial reports, and similar materials for use of attorneys in the preparation of opinions, briefs, and other legal documents.
• Consolidate selected decisions or opinions which incorporate legal references and analyses of precedents involved in areas of well-defined and settled points of law.
• Interviews potential witnesses and prepares summary interview reports for the attorney’s review.
• Participates in pre-trial witness conferences, notes possible deficiencies in case materials (e.g. missing documents, conflicting statements) and additional issues or other questionable matters, and requests further investigating by other agency personnel to correct possible deficiencies or personally conducts limited investigations at the pre-trial stage.
• Prepares and organizes trial exhibits, as required, such as statistical charts and photographic exhibits.
• Verifies citations and legal references on prepared legal documents.
• Prepares summaries of testimony and depositions.
• Drafts/edits non-legal memoranda, research reports and correspondence relating to cases.

Educational Requirements:

• Associate’s Degree and paralegal certificate.

*This position requires U.S. Citizenship and background investigation.*
## PRODUCTS AND SERVICES PRICELIST

For SIN 54151S:

<table>
<thead>
<tr>
<th>SIN</th>
<th>SERVICE PROPOSED (e.g. Job Title/Task)</th>
<th>GSA PRICE (including IFF)</th>
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</thead>
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<td>54151S</td>
<td>Business Analyst</td>
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<td>Analyst/Programmer</td>
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<td>541611</td>
<td>Business Analyst</td>
<td>$87.96</td>
</tr>
<tr>
<td>541611</td>
<td>Management Consultant</td>
<td>$87.96</td>
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<tr>
<td>541611</td>
<td>Contracts Manager</td>
<td>$87.96</td>
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<tr>
<td>541611</td>
<td>Project Manager</td>
<td>$87.96</td>
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<tr>
<td>541611</td>
<td>Program Manager</td>
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<tr>
<td>541611</td>
<td>Data Research Analyst</td>
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<tr>
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<td>Software Solution Architect</td>
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<tr>
<td>541611</td>
<td>Client Technologies Analyst</td>
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<tr>
<td>541611</td>
<td>Technical Specialist</td>
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### For SIN ANCILLARY:

<table>
<thead>
<tr>
<th>SIN</th>
<th>Service Proposed</th>
<th>GSA Price (Including IFF)</th>
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</thead>
<tbody>
<tr>
<td>ANCILLARY</td>
<td>Executive Secretary**</td>
<td>$53.02</td>
</tr>
<tr>
<td>ANCILLARY</td>
<td>Administrative Assistant**</td>
<td>$53.02</td>
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### For SIN 541990L:

<table>
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<tr>
<td>541990L</td>
<td>Project Manager</td>
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</tr>
<tr>
<td>541990L</td>
<td>Sr. Auditor/Investigator</td>
<td>$148.11</td>
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<tr>
<td>541990L</td>
<td>Jr. Auditor/Investigator</td>
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<tr>
<td>541990L</td>
<td>Records Examiner/Analyst</td>
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<td>Technical Writer</td>
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</tr>
<tr>
<td>541990L</td>
<td>Paralegal/Clerk*</td>
<td>$148.11</td>
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</table>
**Service Contract Labor Standards (SCLS) Matrix**

<table>
<thead>
<tr>
<th>SCLS Eligible Labor Category/Service**</th>
<th>SCLS Equivalent Code &amp; Title</th>
<th>Wage Determination Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Secretary</td>
<td>01313 – Secretary III</td>
<td>2015-4732 Rev. 10</td>
</tr>
<tr>
<td>Administrative Assistance</td>
<td>01020 – Administrative Assistant</td>
<td>2015-4732 Rev. 10</td>
</tr>
<tr>
<td>Paralegal/Clerk</td>
<td>30361 - Paralegal/Legal Assistant I</td>
<td>15-2419 Rev. 1</td>
</tr>
</tbody>
</table>

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

PREAMBLE
ARDENT TECHNOLOGIES, INC provides commercial products and services to ordering activities. 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 demonstrate 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 ordering activity contracts. To accelerate potential opportunities please contact Vas Appalaneni, (937) 312-1345, gsabids@ardentinc.com (937) 312-1346 fax.