

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

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage!**, a menu-driven database system. The INTERNET address for **GSA Advantage!** is <http://www.gsaadvantage.gov>

SCHEDULE TITLE: Multiple Award Schedule

FSC Classes/Product Codes:

- D399 - IT and Telecom- Other IT and Telecommunications

CONTRACT NUMBER: GS-35F-457BA

CONTRACT PERIOD: 07/31/2014 through 07/30/2024

Modification Number: #PA-0021 dated 11/16/2022

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at: <http://fss.gsa.gov/>.

CONTRACTOR: GXM Consulting, LLC
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Phone: 804-512-4173
Fax: 703-463-9910
E-mail: vanderslice@gxmconsulting.com
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CONTRACTOR'S ADMINISTRATION SOURCE: Chad Vanderslice, Manager-Member
1406 Darrell Drive
Midlothian, VA 23114
Phone: 804-512-4173
Fax: 703-463-9910
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BUSINESS SIZE: Veteran Owned Small Business

CUSTOMER INFORMATION:

1a. TABLE OF AWARDED SPECIAL ITEM NUMBERS (SINs)

SINs	DESCRIPTION
54151S	Information Technology Professional Services
541611	Administration Management and General Management Consulting Services

1b. LOWEST PRICED MODEL NUMBER AND UNIT PRICE FOR EACH SIN:

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1c. HOURLY RATES (Services only):

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2. MAXIMUM ORDER*: The maximum order is \$500,000 for SIN 54151S per order.

NOTE TO ORDERING ACTIVITIES: *If the best value selection places your order over the Maximum Order identified in this catalog/pricelist, you have an opportunity to obtain a better schedule contract price. Before placing your order, contact the aforementioned contractor for a better price. The contractor may (1) offer a new price for this requirement (2) offer the lowest price available under this contract or (3) decline the order. A delivery order that exceeds the maximum order may be placed under the schedule contract in accordance with FAR 8.404.

3. MINIMUM ORDER: \$100

4. GEOGRAPHIC COVERAGE: Domestic delivery within the 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. Territories. Note that for products, domestic delivery also includes a port or consolidation point, within the aforementioned areas, for orders received from overseas activities.

5. POINT(S) OF PRODUCTION: N/A

6. DISCOUNT FROM LIST PRICES: GSA Net Prices are shown in the below GSA Pricelist. Negotiated discounts have been applied and the IFF has been added.

7. QUANTITY DISCOUNT(S): Dollar Value: 1% single order less than \$400K, 2% single order \$401K–\$800K. Government Educational Institutions: 1% single order less than \$400K, 2% single order \$401K–\$800K.

8. PROMPT PAYMENT TERMS: Net 30 days.

"Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions."

9.a Government Purchase Cards must be accepted at or below the micro-purchase threshold.

9.b Government Purchase Cards are not accepted above the micro-purchase threshold. Contact contractor for limit.

10. FOREIGN ITEMS: N/A

11a. TIME OF DELIVERY: Negotiated at Task Order Level

11b. EXPEDITED DELIVERY: Items available for expedited delivery are noted in this price list or negotiated at the task order level.

11c. OVERNIGHT AND 2-DAY DELIVERY: Overnight and 2-day delivery are available. Contact the Contractor for rates.

11d. URGENT REQUIREMENTS: Agencies can contact the Contractor's representative to affect a faster delivery. Customers are encouraged to contact the contractor for the purpose of requesting accelerated delivery.

- 12. **FOB POINT:** Destination
- 13a. **ORDERING ADDRESS:** Same as contractor address.
- 13b. **ORDERING PROCEDURES:** Ordering activities shall use the ordering procedures described in Federal Acquisition Regulation 8.405-3 when placing an order or establishing a BPA for supplies or services. The ordering procedures, information on Blanket Purchase Agreements (BPA's) and a sample BPA can be found at the GSA/FSS Schedule Homepage (fss.gsa.gov/schedules).
- 14. **PAYMENT ADDRESS:** Same as contractors address
- 15. **WARRANTY PROVISION:** Standard Commercial Warranty. Customers should contact the contractor for a copy of the warranty.
- 16. **EXPORT PACKING CHARGES:** N/A
- 17. **TERMS AND CONDITIONS OF GOVERNMENT PURCHASE CARD ACCEPTANCE:** Accepted at or below the micro-purchase level.
- 18. **TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR (IF APPLICABLE):** N/A
- 19. **TERMS AND CONDITIONS OF INSTALLATION (IF APPLICABLE):** N/A
- 20. **TERMS AND CONDITIONS OF REPAIR PARTS INDICATING DATE OF PARTS PRICE LISTS AND ANY DISCOUNTS FROM LIST PRICES (IF AVAILABLE):** N/A
- 20a. **TERMS AND CONDITIONS FOR ANY OTHER SERVICES (IF APPLICABLE):** N/A
- 21. **LIST OF SERVICE AND DISTRIBUTION POINTS (IF APPLICABLE):** N/A
- 22. **LIST OF PARTICIPATING DEALERS (IF APPLICABLE):** N/A
- 23. **PREVENTIVE MAINTENANCE (IF APPLICABLE):** N/A
- 24a. **SPECIAL ATTRIBUTES SUCH AS ENVIRONMENTAL ATTRIBUTES (e.g. recycled content, energy efficiency, and/or reduced pollutants):** N/A
- 24b. **Section 508 Compliance for Electronic and Information Technology (EIT):** Section 508 compliance information on the supplies and services in this contract are available at the following website address (URL): www.gxmconsulting.com.

The EIT standard can be found at: www.Section508.gov/.
- 25. **DUNS NUMBER:** 82-844-6372 and **CAGE CODE:** 57TP2
- 26. **NOTIFICATION REGARDING REGISTRATION IN SYSTEM FOR AWARD MANAGEMENT (SAM) DATABASE:** Contractor has an Active Registration in the SAM database.

DESCRIPTION SERVICES AND PRICING

a. GXM Consulting IT SERVICES (54151S)

GXM Consulting delivers innovative technical solutions that transform organizational operations. GXM focuses on developing low cost, high value technical capabilities that enhance its customer's capabilities.

GXM applies its management, software development and systems engineering expertise to enable customers to leverage innovative technology to change the way they operate.

Rapid Prototyping: GXM specializes in the rapid prototyping of cutting edge, innovative software and engineering solutions to include secure communications, custom mobile apps, biometrics and large scale data searching.

System Engineering: GXM's system engineers develop, manage, and maintain complicated networks for a variety of customers ensuring that the networks are secure, reliable and most importantly, resilient.

Software Solutions: GXM's world class engineers provide organizations with low cost custom software solutions for data and systems integration, data extraction, translation and loading, mobile app development, custom search capabilities, biometrics and other innovative technologies.

Technology Insertion: GXM's operational experts deploy worldwide to assist organizations in leveraging new technologies to enhance their operational capabilities. GXM's experts provide technical insertion capabilities, onsite training, train the trainer and system installation, maintenance and operation to customers in austere environments.

Project Management: GXM's Project Managers bring decades of experience in managing large scale projects for a variety of different customers. GXM's Project Managers are PMP Certified and experienced in managing everything from small scale custom software development projects to large scale global projects involving multiple sub-contractors.

How We Do It

- Relentless focus on the customer's mission
- Employing only the highest quality and dedicated staff
- Listening to the customer
- Attention to detail
- Innovating

Our Solutions

- Custom Mobile Apps
- Patented Secure Android Communication
- Complex Database Engineering
- Custom Biometric Solutions
- Complex Data Loading and Data Integration
- Technology Insertion and Training in Austere Environments

b. Administrative Management and General Management Consulting Services (541611)

Challenges in the U.S. Government are often experienced in commercial industry and other sectors. To properly address the complexity of emerging threats and the accelerating pace of global innovation, USG must actively participate in spaces it has historically overlooked and with talent it has not fully engaged.

GXM tackles difficult strategic and organizational problems by activating networks of innovative and non-traditional problem solvers to ignite new interest, nurture talent, drive collaboration, and generate viable solutions. We do this by:

- Facilitating collaboration between end-users and government stakeholders to uncover and clearly define problems, priorities, and non-traditional acquisition pathways.
- Simplifying complex organizational and strategic problems into relevant and iterative plans that allow for flexibility and successful implementation.
- Establishing teams of innovation specialists and program managers at research universities and technology hubs across the U.S.
- Designing and leading problem-solving programs to surface compelling technologies, approaches, and people to solve government challenges.
- Piloting, administering, and managing unique programs and project portfolios on behalf of government customers.
- Exploring acquisition pathways and aligning stakeholders from the outset of an idea through to technology or solution transition.
- Performing thorough market research, benchmarking, and ecosystem analysis to understand emerging technology trends and customer challenges.
- Ensuring programs stay on track through meaningful cost, schedule, and performance metrics and continuous assessment for alignment to mission objectives.

Provide operating advice and assistance on administrative and management issues.

Examples include strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency's portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

GXM maintains an interdisciplinary staff of certified program and project managers, ecosystem developers, designers, facilitators, and analysts to support our government customers and build new networks of problem solvers. We save the government time, money, and effort by ensuring that complex problems are not addressed with complicated solutions.

Capabilities

- Stakeholder Analysis & Alignment
- Ecosystem Analysis & Mapping
- Strategy & Business Case Development
- Strategic Forecasting & Planning
- Needs Assessment
- Workshop Facilitation
- Development of Evidence-based Recommendations
- Establishment & Activation of Problem-Solving Networks (based on geographic, disciplinary, or sectoral needs and structures)
- Cross-sectoral Partnerships (USG, Academia, and Industry)
- Concept Development & Requirements Analysis

- Program Design & Implementation
- Program & Project Management
- Agile and Iterative Experimentation
- Program/Project Documentation, Evaluation, and Analysis
- Business Process Development & Improvement
- Change Management
- Acquisition & Program Operations
- Organizational Performance Improvement

Practice Areas

- Innovation Ecosystems
- National Security & Defense
- Academia
- Commerce
- Technology Acquisition
- Talent Programs & DEIA
- Fledgling or Struggling Organizations/Programs

Why GXM

- ✓ Provided organizational strategy, portfolio and program management, acquisition support and business process improvement support for the formation of five major innovation and modernization organizations within the last five years: Army Futures Command (AFC), National Security Innovation Network (NSIN), Army Applications Laboratory (AAL), AFWERX, and Platform One
- ✓ Facilitated strategy and executive workshops that contributed to the creation of the first-ever AFC Campaign Plan, AAL Foundations Document, and AFC Talent Strategy
- ✓ Increased Diversity & Inclusion in NSIN National Service Portfolio programs by >60%
- ✓ Managed a portfolio of innovation programs that produced 297 solutions to 572 problems for 276 DoD Mission Partners and helped support the establishment of 42 start-up companies
- ✓ Provided analysis and recommendations to support Army SBIR/STTR program [improvements](#) through AAL
- ✓ Hosted and managed 60+ communities and 123 challenges leading to 6,000+ user contributions on the GXM-built digital collaboration network and ecosystem for national security innovators
- ✓ Established collaborative ecosystems with academia, military, and nontraditional tech companies across 20 states with university partners that include: UC Berkeley, University of Virginia, Duke University, Washington University St. Louis, Arizona State University, South Dakota School of Mines, Florida A&M University, Nebraska University Omaha, Georgia Tech University, San Diego State University, University of Hawaii, University of Michigan, Ohio State University, Carnegie Mellon University, University of Louisville, and University of Southern California
- ✓ Developed innovation ecosystem mapping, conducted data analysis and benchmarking, and evidence-based recommendations across a Regional Network Team at 18 separate universities and start-up enclaves

PRICING (SINs 54151S, 541611)

LABOR CATEGORY	RATE PER HOUR (including IFF)
Field Service Rep FSR (LVL I)	\$55.63
Field Service Rep FSR (LVL II)	\$58.24
Field Service Rep FSR (LVL III)	\$71.09
Field Service Rep FSR (LVL IV)	\$73.05
Field Service Rep FSR (LVL V)	\$77.09
Government Property Admin Assistant	\$61.34
Operations Manager	\$90.86
Principal Investigator	\$95.83
Software Developer (LVL I)	\$34.50
Software Developer (LVL II)	\$61.18
Software Developer (LVL III)	\$101.38
Software Developer (LVL IV)	\$136.29
Software Tester (LVL I)	\$44.24
Software Tester (LVL II)	\$99.31
Sr. Systems Engineer (LVL I)	\$101.38
Sr. Systems Engineer (LVL II)	\$113.42
Systems Engineer (LVL I)	\$67.46
Systems Engineer (LVL II)	\$75.87
Principal Software Engineer	\$129.22
Mid Software Engineer	\$87.25
Sr. Software Engineer	\$113.42
Agile Coach (LVL I)	\$153.87
Agile Coach (LVL II)	\$172.46
Agile Coach (LVL III)	\$187.60
Back End Web Developer (LVL I)	\$78.41
Back End Web Developer (LVL II)	\$96.42
Back End Web Developer (LVL III)	\$116.70
Back End Web Developer (LVL IV)	\$129.54
Business Analyst I (LVL I)	\$59.32
Business Analyst I (LVL II)	\$77.72
Business Analyst I (LVL III)	\$109.81
Delivery Manager (LVL I)	\$98.00
Delivery Manager (LVL II)	\$130.35
DevOps Engineer (LVL I)	\$81.07
DevOps Engineer (LVL II)	\$107.79
DevOps Engineer (LVL III)	\$159.98
Digital Performance Analyst	\$128.81
Front End Web Developer (LVL I)	\$47.05
Front End Web Developer (LVL II)	\$93.42
Front End Web Developer (LVL III)	\$122.05
Interaction Designer/User Researcher/Usability Tester (LVL I)	\$114.20

Interaction Designer/User Researcher/Usability Tester (LVL II)	\$149.29
Product Manager (LVL I)	\$116.61
Product Manager (LVL II)	\$203.35
Product Manager (LVL III)	\$246.44
Security Engineer (LVL I)	\$100.35
Security Engineer (LVL II)	\$128.58
Security Engineer (LVL III)	\$145.17
Security Engineer (LVL IV)	\$184.31
Security Engineer (LVL V)	\$207.92
Technical Architect (LVL I)	\$111.73
Technical Architect (LVL II)	\$154.28
Technical Architect (LVL III)	\$192.89
Visual Designer (LVL I)	\$113.62
Visual Designer (LVL II)	\$122.50
Visual Designer (LVL III)	\$145.98
Writer/Content Design/Content Strategist (LVL I)	\$82.45
Writer/Content Design/Content Strategist (LVL II)	\$107.96
Writer/Content Design/Content Strategist (LVL III)	\$130.95
Project Manager (LVL I)	\$118.56
Project Manager (LVL II)	\$139.32
Project Manager (LVL III)	\$154.49
Project Manager (LVL IV)	\$161.77
Project Manager (LVL V)	\$169.05
Program Analysis (LVL I)	\$78.64
Program Analysis (LVL II)	\$93.46
Program Analysis (LVL III)	\$104.06
Program Analysis (LVL IV)	\$124.24
Program Analysis (LVL V)	\$168.34
Functional Expert (V)	\$178.62

- **Quantity / Volume Discount**

1% - 0-\$400k, 2% up to \$800k

LABOR CATEGORY DESCRIPTIONS

Field Service Representative (FSR)

- This position requires knowledge/experience with federal, state or local government operations, missions or events and some form of technology experience.
- This position requires frequent communication with organizational personnel both in the field and in support locations. The FSR position will coordinate training, provide capabilities briefs, and demonstrate various technology hardware and software. The FSR position will be able to operate independently and as part of small unit teams when required.
- The position requires Microsoft Windows basic literacy and competency with the Microsoft Office Suite, as well as being able to quickly learn new Web-based applications, technology and hardware in support of client activities.

LCAT	Level	Years of Experience	Education Minimum
Field Service Representative	LVL I	Less than 2 Years	Degree
	LVL II	2-4 Years	Associate Degree
	LVL III	4-6 Years	Associate Degree
	LVL IV	6-8 Years	Associate Degree
	LVL V	Over 8 Years	Bachelors Degree

Government Property Administrative Assistant

- Supports client projects by facilitating logistics, shipping, procurement, supply accountability, inventory, purchasing, cost comparisons, vendor negotiation and budgeting.
- Handles multiple projects and initiatives concurrently and prepares and monitors invoices and expenses.
- Creates purchase orders for the acquisition of materials and maintains accurate databases and information pertaining to all materials and equipment that has been purchased for the client project.
- Requires college level coursework at a minimum in a related field with at least 5 years of experience in the field or a closely related area.

Operations Manager

- This position is a management level position and supervises the various IT functional staff and operational trainers as part of ongoing client projects.
- The position interfaces directly with the client organization and end users and provides direction to the team members on technical and operational work efforts, client liaison, team structure and assignments.
- This position provides performance feedback to members of the team periodically and makes recommendations to the client and company on performance related matters.
- This position develops strategies to accomplish project initiatives and also develops communication plans with each client organization to ensure updates are provided through reporting mechanisms and that all requirements are being met.
- Requires a minimum of a Bachelor's Degree and 4-6 years of experience.

Principal Investigator

- This position is a management level position and is considered key personnel on client projects.
- This position is responsible for interfacing directly with the highest level positions within the client organization and making contract-level, budgetary, staffing and administrative decisions for the project.
- The Principal Investigator conducts scheduled contract and program-level briefings and ensures contract schedules and deliverables are being adhered to in conjunction with contracting and government project teams.
- Requires a minimum of a Bachelors Degree and 10-15 years of experience.

Software Developer

- Must be capable of coding in various computer languages in support of technical software coding projects for client organizations.
- Will lead teams of developers in software coding projects and responsible for tracking development efforts to project requirements.
- Responsible for managing code repositories and holding scrum sessions to level work efforts across teams.
Responsible for prioritizing software coding requirements through client meetings.

LCAT	Level	Years of Experience	Education
Software Developer	LVL I	Less than 2 Years	Associate Degree
	LVL II	2-4 Years	Bachelors Degree
	LVL III	4-6 Years	Bachelors Degree
	LVL IV	6-8 Years	Bachelors Degree

Software Tester

- Primary responsibility is to test and evaluate hardware and software applications from an end user perspective.
- Plan and run tests that mirror the real needs of the end users.
- Identify issues with technology, clearly write up tickets for development, intelligently explain issues, and test issues until they are confirmed fixed.
- Working directly with software engineers, security specialists, field support representatives, other software and hardware testers, and graphic designers to understand testing feedback requirements and implications on the overall product.
- Provide technical support independently and also in teams when assigned.
Document failures and corrective action in accordance with proper procedures, and make technical recommendations based on this collective data.

LCAT	Level	Years of Experience	Minimum Education
Software Tester	LVL I	Less than 2 Years	Associate Degree
	LVL II	Over 2 Years	Bachelors Degree

Senior Systems Engineer

- Holds professional technology-based certifications such as Microsoft or VMware.
- Holds professional security-related certifications such as Security+ or CISSP.
- Extensive experience with server engineering on diverse platforms.
- Background in various server applications such as IIS, MySQL and SharePoint.
- Virtualization experience such as VMware ESXi and vSphere.
- Experience supporting Host Based Security Systems (HBSS).
- Create documentation including build guides and standard operating procedures.
- Create and maintain security architecture.
- Define and initiate projects; manage cost, schedule, and performance of component projects.
- Plans, develops and implements IT policy.
- Understanding of creating standard images for mass deployment.
Experience configuring hardware assets for deployment such as laptops, servers and handheld devices.

LCAT	Level	Years of Experience	Education
Sr. Systems Engineer	LVL I	Less than 5 Years	Bachelors Degree
	LVL II	5 – 8 Years	Bachelors Degree

Systems Engineer

- Professional technology-based certifications such as Microsoft or VMware.
- Professional security-related certifications such as Security+ or CISSP.
- Experience with server engineering on diverse platforms.
- Background in various server applications.
- Create documentation such as build guides and standard operating procedures.
- Understanding of creating standard images for mass deployment.

- Research and analyze software problem, issues and program requirements. Conduct log reviews to discover anomalies and/or security threats.

LCAT	Level	Years of Experience	Education
Systems Engineer	LVL I	5 – 8 Years	Bachelors Degree
	LVL II	8 – 12 Years	Bachelors Degree

Sr. Software Engineer

- Designs architectures to include the software, hardware, and communications to support the total requirements as well as provide for present and future cross-functional requirements and interfaces. Ensures these systems are compatible and in compliance with the standards for open systems and DoD architectures.
- Determines and identifies high level functional and technical requirements based on interactions with the user community and knowledge of the enterprise architecture.
- Identifies, assesses, and presents options for meeting the functional and technical requirements including hardware and software updates or upgrades.
- Formulates and defines specifications for operating system applications or modifies and maintains existing applications using engineering releases and utilities from the manufacturer.
- Creates detailed design specifications for use by software development staff members. Interacts with project management to plan project schedules and technical direction.
- Develops software design documents and technology white papers.
- Instrumental in selection of development tools.
- Responsible for developing high level system design diagrams and for program design, coding, testing, debugging and documentation.
- Instructs, directs, and checks the work of other task personnel. Responsible for quality assurance review and the evaluation of existing and new software products.

LCAT	Level	Years of Experience	Education
Sr. Software Engineer	LVL III	10-20 Years	Bachelors Degree

Principal Software Engineer

- Develops analytical and computational techniques and methodology for problem solutions.
- Utilizes performance analysis to predict performance trends, and identify unique and systemic performance anomalies.
- Provides specialized knowledge of systems operations, risk management principals, and leading edge industry technologies to develop enterprise level migration and consolidation plans that result in minimum risk, optimum performance solutions.
- Interfaces with all levels of IT customer and operations staff. Performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools; such as Integrated Computer-Aided Software Engineering (I-CASE) tools.
- Applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents.
- Has experience with such methodologies as IDEF 0 process modeling and IDEF 1x data modeling.
- Provides technical guidance in software engineering techniques and system design and technology issues relating to system migration and consolidation.
- Requires a Bachelors Degree and 20+ years experience

Mid Software Engineer

- Responsible for performing in-depth analysis and technical support of systems software products, including complex problem resolution, design, development, testing, operational integration, and user support.
- Assists in the planning and conversion for new hardware/software products.
- Maintains currency, debugs and configures related software products.
- Provides operating systems planning and evaluation for performance analysis, capacity planning and hardware upgrades.
- Works from specifications to develop or modify operating systems applications.
- Assists with design, coding, benchmark testing, debugging and documentation of programs.
- Interfaces with other system support groups to resolve problems, setting standards and improving overall efficiency of the operating system.
- Designs, codes, tests and implements tools for operations automation.
- Works on most phases of software systems programming applications, and may require instruction and guidance in other phases.

LCAT	Level	Years of Experience	Education
Mid Software Engineer	LVL II	6 - 10 Years	Bachelors Degree

Product Manager

Experience managing the delivery, ongoing success, and continuous improvement of one or more digital products and/or platforms.

- Lead one or more multi-disciplinary agile delivery teams to deliver excellent new products and/or iterations to existing products to meet user needs
- Gather user requirements based on a communicable understanding of diverse audience groups
- Define and get stakeholder buy-in for product definition and delivery approach
- Create effective, prioritized product descriptions, and delivery plans to meet user needs in a cost-effective way
- Interpret user research in order to make the correct product decisions, noting that users do not always know what they want
- Continually keep abreast of changes to user habits, preferences, and behaviors across various digital platforms and their implications for successful delivery of government digital services
- Underpin the delivery and iteration of digital services through effective analysis of qualitative and quantitative user data
- Communicate credibly with a wide range of digital delivery disciplines and talent

LCAT	Level	Years of Experience	Education
Product Manager	LVL I	6-8 Years	Bachelors Degree
	LVL II	9-12 Years	Bachelors Degree
	LVL III	>12 Years	Bachelors Degree

Technical Architect

Experience serving as the manager of complex technology implementations, with an eye toward constant reengineering and refactoring to ensure the simplest and most elegant system possible to accomplish the desired need.

Understands how to maximally leverage the open source community to deploy systems on infrastructure as a service providers. Comfortable with liberally sharing knowledge across a multi-disciplinary team and working within agile methodologies. A full partner in the determination of vision, objectives, and success criteria.

- Architecting the overall system, by using prototyping and proof of concepts, which may include:
 - modern programming languages (e.g., Ruby, Python, Node.js) and web frameworks (e.g., Django, Rails)
 - modern front-end web programming techniques (e.g., HTML5, CSS3, RESTful APIs) and frameworks (e.g., Twitter Bootstrap, jQuery)
 - relational databases (e.g., PostgreSQL), and “NoSQL” databases (e.g., Cassandra, MongoDB)
 - automated configuration management (e.g., Chef, Puppet, Ansible, Salt), continuous integration/deployment, and continuous monitoring solutions

- Use of version control systems, specifically Git and GitHub
- Ensuring strategic alignment of technical design and architecture to meet business growth and direction, and stay on top of emerging technologies
- Decomposing business and system architecture to support clean-interface multi-team development
- Developing product roadmaps, backlogs, and measurable success criteria, and writing user stories (i.e., can establish a path to delivery for breaking down stories)
- Clearly communicates and works with stakeholders at every level

LCAT	Level	Years of Experience	Education
Technical Architect	LVL I	4-6 Years	Bachelors Degree
	LVL II	7-8 Years	Bachelors Degree
	LVL III	9-12 Years	Bachelors Degree

Interaction Designer / User Researcher / Usability Tester

The Interaction Designer / User Researcher / Usability Tester is part of a highly collaborative, multi-disciplinary team focused on improving usability, user experience, and driving user adoption and engagement. They are responsible for conducting user research, analysis & synthesis, persona development, interaction design, and usability testing to create products that delight our customers.

- Conduct stakeholder interviews, user requirements analysis, task analysis, conceptual modeling, information architecture, interaction design, and usability testing
- Design and specify user interfaces and information architecture
- Lead participatory and iterative design activities, including observational studies, customer interviews, usability testing, and other forms of requirements discovery
- Produce user requirements specifications & experience goals, personas, storyboards, scenarios, flowcharts, design prototypes, and design specifications
- Effectively communicate research findings, conceptual ideas, detailed design, and design rationale and goals both verbally and visually
- Plan and facilitate collaborative critiques and analysis & synthesis working sessions
- Work closely with visual designers and development teams to ensure that customer goals are met and design specifications are delivered upon
- Designs and develops primarily internet/web pages and applications
- Develops proof-of-concepts and prototypes of easy-to-navigate user interfaces (UIs) that consists of web pages with graphics, icons, and color schemes that are visually appealing
- Researches user needs as well as potential system enhancements
- Has familiarity to, or may actually: code, test, debug documents, and implement web applications using a variety of platforms

- Planning, recruiting, and facilitating the usability testing of a system
- Analyzing and synthesizing the results of usability testing in order to provide recommendations for change to a system
- May create such artifacts as Usability Testing Plan, Testing Scripts, and Usability Testing Report

LCAT	Level	Years of Experience	Education
Interaction Designer / User Researcher / Usability Tester	LVL I	4-6 Years	Bachelors Degree
	LVL II	7-8 Years	Bachelors Degree

Visual Designer

The Visual Designer starts with a deep understanding of the goals of customers and the business so that they can create experiences that delight. Visual Designers will be well-versed in all aspects of current visual design standards and trends and will be responsible for managing project design reviews, resource planning, and execution for all project work related to visual design.

- Oversees all visual design efforts
- Guides, mentors, and coaches team members while leading projects to successful completion
- Develops and maintains relationships with key peers in Marketing, Branding, UX leaders, IT leaders, and others to identify and plan creative solutions
- Manages external service resources and budgets for visual design
- Ensures successful completion of all work executed by the team (on time, on budget, and ensuring quality)
- Ensures compliance with the project management methodologies and the Project Management Office processes and standards
- Develops, maintains, and ensures compliance of application release management, outage management and change control processes and standards
- Defines, creates, communicates, and manages resource plans and other required project documentation such as style guides and provides updates as necessary

LCAT	Level	Years of Experience	Education
Visual Designer	LVL I	4-6 Years	Bachelors Degree
	LVL II	7-8 Years	Bachelors Degree
	LVL III	9-12 Years	Bachelors Degree

Writer / Content Designer / Content Strategist

Experience developing the strategy and execution of content across digital channels.

- Improves content creation efforts by helping to lead the research & development of interactive and experiential storytelling for projects
- Advise how to improve the ongoing iteration of content models
- Collaborate with designers and other content strategists to improve how the effectiveness of digital, print, and other content is measured
- Develop and maintain appropriate voice for produced content
- Advise how to streamline content production and management solutions and processes, based on user research
- Assign, edit, and produce content for products, services, and various projects
- Plan and facilitate content strategy workshops and brainstorming sessions on developing content and content services (including API development)
- Collaborate closely with developers and designers to create, test, and deploy effective content marketing experiences using the Agile method of software development
- Offer educated recommendations on how to deliver a consistent, sustainable and standards-driven execution of content strategy across products, services, and projects
- Collaborate with content managers, writers, information architects, interaction designers, developers, and content creators of all types
- Participate, as needed, on an Agile software development scrum teams

LCAT	Level	Years of Experience	Education
Writer / Content Designer / Content Strategist	LVL I	2-4 Years	Bachelors Degree
	LVL II	5-8 Years	Bachelors Degree
	LVL III	9-12 Years	Bachelors Degree

Front End Web Developer

Experience using modern, frontend web development tools, techniques, and methods for the creation and deployment of user-facing interfaces. Is comfortable working in an agile and lean environment to routinely deploy changes.

- Frontend web development using modern techniques and frameworks (e.g., HTML5, CSS3, CSS frameworks like LESS and SASS, Responsive Design, Bourbon, Twitter Bootstrap)
- JavaScript development using modern standards, including strict mode compliance, modularization techniques and tools, and frameworks and libraries (e.g., jQuery, MV* frameworks such as Backbone.js and Ember.js, D3)

- Consuming RESTful APIs
- Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
- Use of version control systems, specifically Git and GitHub
- Ensuring Section 508 Compliance
- Quickly researching and learning new programming tools and techniques
- Using and working with open source solutions and community
- Creating web layouts from static images
- Creating views and templates in full-stack frameworks like Rails, Express, or Django

LCAT	Level	Years of Experience	Education
Frontend Web Developer	LVL I	2-4 Years	Bachelors Degree
	LVL II	5-6 Years	Bachelors Degree
	LVL III	7-8 Years	Bachelors Degree

Back End Web Developer

Experience using modern, open source software to prototype and deploy backend web applications, including all aspects of server-side processing, data storage, and integration with frontend development. Primarily responsible for:

- Web development using open-source web programming languages (e.g., Ruby, Python) and frameworks (e.g., Django, Rails)
- Developing and consuming web-based, RESTful APIs
- Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
- Authoring developer-friendly documentation (e.g., API documentation, deployment operations)
- Test-driven development
- Use of version control systems, specifically Git and GitHub
- Quickly researching and learning new programming tools and techniques
- Relational and non-relational database systems
- Scalable search technology (e.g. Elasticsearch, Solr)
- Handling large data sets and scaling their handling and storage
- Using and working with open source solutions and community
- Communicating technical concepts to a non-technical audience

LCAT	Level	Years of Experience	Education
Back End Web Developer	LVL I	2-4 Years	Bachelors Degree
	LVL II	5-6 Years	Bachelors Degree
	LVL III	7-8 Years	Bachelors Degree
	LVL IV	9-12 Years	Bachelors Degree

DevOps Engineer

Experience serving as the engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to arm developers with the best tools and ensuring system uptime and performance.

- Deploying and configuring services using infrastructure as a service providers (e.g., Amazon Web Services, Microsoft Azure, Google Compute Engine, RackSpace/OpenStack)
- Configuring and managing Linux-based servers to serve a dynamic website
- Debugging cluster-based computing architectures
- Using scripting or basic programming skills to solve problems
- Installation and management of open source monitoring tools
- Configuration management tools (e.g., Puppet, Chef, Ansible, Salt)
- Architecture for continuous integration and deployment, and continuous monitoring
- Containerization technologies (e.g., LXC, Docker, Rocket)

LCAT	Level	Years of Experience	Education
DevOps Engineer	LVL I	2-4 Years	Bachelors Degree
	LVL II	5-8 Years	Bachelors Degree
	LVL III	9-12 Years	Bachelors Degree

Security Engineer

Experience serving as the security engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to ensure help developers create the most secure systems in the world while enhancing the privacy of all system users. Experience with white-hat hacking and fundamental computer science concepts strongly desired.

- Performing security audits, risk analysis, application-level vulnerability testing, and security code reviews

- Develop and implement technical solutions to help mitigate security vulnerabilities Conduct research to identify new attack vectors

LCAT	Level	Years of Experience	Education
Security Engineer	LVL I	2-4 Years	Bachelors Degree
	LVL II	5-8 Years	Bachelors Degree
	LVL III	9-12 Years	Bachelors Degree
	LVL IV	13-15 Years	Bachelors Degree
	LVL V	>15 Years	Bachelors Degree

Delivery Manager

Experience setting up teams for successful delivery by removing obstacles (or blockers to progress), constantly helping the team to become more self-organizing, and enabling the work the team does rather than impose how it's done.

Manages one or more agile projects, typically to deliver a specific product or transformation via a multi-disciplinary, high-skilled digital team. Adept at delivering complex digital projects, breaking down barriers to the team, and both planning at a higher level and getting into the detail to make things happen when needed.

Defines project needs and feeds these into the portfolio/program process to enable resources to be appropriately allocated.

- Deliver projects and products using the appropriate agile project management methodology, learning & iterating frequently
- Work with the Product Manager to define the roadmap for any given product and translate this into user stories
- Lead the collaborative, dynamic planning process -- prioritizing the work that needs to be done against the capacity and capability of the team
- Matrix-managing a multi-disciplinary team
- Ensure all products are built to an appropriate level of quality for the stage (alpha/beta/production)
- Actively and openly share knowledge of best practices

LCAT	Level	Years of Experience	Education
Delivery Manager	LVL I	4-6 Years	Bachelors Degree
	LVL II	7-8 Years	Bachelors Degree

Agile Coach

Experience transforming initiatives to deliver lasting change within agencies that focus on delivering value for citizens. Coaches may be required to work either:

- at the team level, working with teams to ensure that delivery teams within agencies are adopting agile and performing effectively
- at the portfolio or program level, to help agencies to establish the right processes for managing a portfolio of work in an agile way
- at the organization level, to drive strategic change across the organization and ensure that adoption of agile techniques is embedded from the most senior levels of the organization
- or across all levels to ensure that organizations adopt a pragmatic approach to the way in which they govern delivery and continuous improvement of digital services
- Primarily responsible for:
 - Embed an agile culture using techniques from a wide range of agile and lean methodologies and frameworks, but be methodology agnostic
 - Help to create an open and trust-based environment, which enables a focus on delivery and facilitates continuous improvement
 - Assess the culture of a team or organization and delivery processes in place to identify improvements and facilitate these improvements with the right type of support
 - Showcase relevant tools and techniques such as coaching, advising, workshops, and mentoring
 - Engage with stakeholders at all levels of the organization
 - Develop clear lines of escalation, in agreement with senior managers
 - Ensure any stakeholder can easily find out an accurate and current project or program status, without disruption to delivery
 - Work effectively with other suppliers and agencies
 - Apply best tools and techniques to: team roles, behaviors, structure and culture, agile ceremonies and practices, knowledge transfer and sharing, program management, crossteam coordination, and overall governance of digital service delivery
 - Ensure key metrics and requirements that support the team and delivery are well defined and maintained
 - Equip staff with the ability to coach others
 - If organization level, executive coaching on the fundamental considerations of digital service delivery design

LCAT	Level	Years of Experience	Education
Agile Coach	LVL I	5-8 Years	Bachelors Degree
	LVL II	9-12 Years	Bachelors Degree
	LVL III	>12 Years	Bachelors Degree

Business Analyst

Familiar with a range of digital/web services and solutions, ideally where open source and cloud technologies and agile development methodologies have been applied. An eye for detail, excellent communication skills, ability to rationalize complex information to make it understandable for others to work, and ability to interrogate reported information and challenge sources where inconsistencies are found.

- Support agencies by analyzing propositions and assessing decision-making factors such as strategic alignment, cost/benefit, and risk
- Work closely with the Product Manager to define a product approach to meet the specified user need
- Define skill requirements and map internal, agency, and external (partners/specialist contractors) resources
- Work with the owning agency to ensure they have the budget to cover the proposed approach and resource requirements during delivery and analyze what provision they have for on going running costs
- Analyze and map the risks of this product approach and propose mitigation solutions
- Define how the predicted user and financial benefit can be realized, and how channel shift will be measured
- Make a recommendation for action against the analysis done

LCAT	Level	Years of Experience	Education
Business Analyst	LVL I	Less than 2 Years	Bachelors Degree
	LVL II	2-4 Years	Bachelors Degree
	LVL III	5-6 Years	Bachelors Degree

Digital Performance Analyst

Experience specifying, collecting, and presenting key performance data and analysis for a given digital service. Supports Product Managers by generating new and useful information and translating it into actions that will allow them to iteratively improve their service for users. Possesses analytical and problem-solving skills necessary for quickly developing recommendations based on the quantitative and qualitative evidence gathered via web analytics, financial data, and user feedback. Confident in explaining technical concepts to

senior officials with limited technological background. And comfortable working with data, from gathering and analysis through to design and presentation.

- Support the Product Manager to make sure their service meets performance requirements
- Communicate service performance against key indicators to internal and external stakeholders
- Ensure high-quality analysis of agency transaction data
- Support the procurement of the necessary digital platforms to support automated and realtime collection and presentation of data
- Share examples of best practice in digital performance management across government
- Identify delivery obstacles to improving transactional performance in agencies and working with teams to overcome those obstacles

Project Manager

Functional Responsibilities: Leads and manages a team of functional and program area support team members. Responsible for overall delivery on project requirements, scope, client engagement, quality control and project budget activities. Develops project strategy, identifies and manages risks, and identifies areas for process improvement within the project activities, processes and team members.

LCAT	Level	Years of Experience	Education
Project Manager	LVL I	6-7 Years	Bachelors Degree
	LVL II	8-9 Years	Bachelors Degree
	LVL III	10-11 Years	Bachelors Degree
	LVL IV	12-14 Years	Bachelors Degree
	LVL V	>15 Years	Bachelors Degree

Project Analyst

Functional Responsibilities: Applies functional and/or technical expertise to support program delivery activities that align to client requirements. Manages specific project activities individually and/or as a member of a team. Functional topics may include research in support of program design, ecosystem development, data visualization, acquisition support, strategy analysis, communications outreach, process improvement, training design, facilitation and delivery, event support, and change management implementation.

LCAT	Level	Years of Experience	Education
Program Analyst	LVL I	2-3 Years	Bachelors Degree
	LVL II	4-5 Years	Bachelors Degree
	LVL III	6-7 Years	Bachelors Degree
	LVL IV	8-9 Years	Bachelors Degree
	LVL V	>10 Years	Bachelors Degree

Functional Expert

Delivers and provides unique functional knowledge and expertise to project teams and client initiatives. Leads complex evaluation and analysis activities on the project team. Leverages understanding of topic areas to improve implementation tasks and strategy development for client strategies.

LCAT	Level	Years of Experience	Education
Functional Expert	LVL V	>15 Years	Bachelors Degree