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Thomas & Herbert Consulting LLC

General Services Administration (GSA)

Multiple Award Schedule (MAS)

Contract Number GS-10F-0423N

Contract Period: June 3, 2018 through June 2, 2023

Price list current as of Modification # PS-A812 effective February 11, 2020

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A Certified Veteran-Owned Small Business (VOSB) and Small Disadvantaged Business (SDB)

CMMI Level 3 and ISO 9001 Certified



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1.0 CUSTOMER INFORMATION

1a. Special Item Number (SIN): 541611

1b. Identification of the lowest-priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Please see page 9.

1c. This price list contains hourly labor rates. For a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services, please see page 6.

2. Maximum Order: \$1,000,000. Orders may be placed in excess of this amount, subject to additional negotiation.

3. Minimum Order: \$100

4. Geographic Coverage (delivery Area): FOB Domestic (US) Only

5. Point(s) of production: Laurel, Maryland, USA

6. Discount from list prices or statement of net price: Government Net Prices. Discounts were already deducted from the price list.

7. Quantity discounts: None.

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

9a. Government purchase cards accepted at or below the micro-purchase threshold: Yes

9b. Government purchase cards are accepted above the micro-purchase threshold: Yes

10. Foreign items (list items by country of origin): None

11a. Time of Delivery: Specified on each Task Order

11b. Expedited Delivery. Please call Contractor.

- 11c. *Overnight and two-day delivery. Please call Contractor.*
- 11d. *Urgent Requirements. Please call Contractor.*
12. *F.O.B Points(s): Destination*
- 13a. *Ordering Address(es): Same as contractor*
- 13b. *Ordering procedures: For supplies and services, the ordering procedures, information can be found in Federal Acquisition Regulation (FAR) 8.405-3.*
14. *Payment address: Thomas & Herbert Consulting, LLC, 8101 Sandy Spring Road, Suite 250G, Laurel, Maryland 20707.*
15. *Warranty provision: Contractor's Standard Commercial Warranty*
16. *Export Packing Charges (if applicable): N/A*
17. *Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Please call Contractor.*
18. *Terms and conditions of rental, maintenance, and repair (if applicable): N/A*
19. *Terms and conditions of installation (if applicable): N/A*
- 20a. *Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A*
- 20b. *Terms and conditions for any other services (if applicable): N/A*
21. *List of service and distribution points (if applicable): N/A*
22. *List of participating dealers (if applicable): N/A*
23. *Preventive maintenance (if applicable): N/A*

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

24b. *If applicable, indicate that Section 508-compliance information is available on Electronic and Information Technology (EIT) supplies and services, and show where full details can be found Not Applicable (N/A). The EIT standards can be found at: www.Section508.gov/.*

25. *Data Universal Numbering System (DUNS) number: 94-926-4550*

26. *T&H is registered in the System for Award Management (SAM); www.sam.gov.*

2.0 COMPANY BACKGROUND AND SOLUTIONS

Thomas & Herbert Consulting LLC (T&H) is a Veteran-Owned Small Business (VOSB), Small Disadvantaged Business (SDB), and an African American owned and operated business with over 24 years of experience delivering management, information technology and intelligence analysis solutions for the Intelligence Community (IC), Defense and Civilian agencies. The Department of Agriculture, Inc. Magazine, Washington Technology, Washington Smart CEO, and the Maryland State Governor, among others, have recognized T&H as a top-performing company. T&H is CMMI Level 3 appraised for Development and is ISO 9001-2015 certified.

T&H's capabilities fall under **NAICS 541611 - Administrative Management and General Management Consulting Services**. Our capabilities include financial management and analysis, A-123 risk management, financial, operational, IT, security and enterprise risks; data analysis, management and business intelligence; business transformation, process analysis, mapping and reengineering; human-centered design (HCD); geospatial intelligence and full motion video analysis; and life-cycle Agile development, operations, maintenance, testing, helpdesk and related solutions.

T&H has an extensive track record of successfully orchestrating high profile, mission-essential projects, usually during major organizational change and disruptions, Nation-wide crises, and other challenges. For example, the Department of Homeland Security (DHS) engaged T&H to integrate terrorist screening data, processes, and systems following the 9/11 Terrorist Attacks. The DHS Small Business Office recognized T&H's high performance in support of this effort. Our consistent delivery of innovation, quality, and success supported by communication and transparency has resulted in measurable value for our Government clients.

We supported an Intelligence Community (IC) agency's Customer Centric Transformation project to build a culture of customer centricity across the agency. The success of this project was cited in the agency's Magazine (2015 and 2016 editions) and echoed by the agency's Director via a "Fireside Video Interview" streamed for viewing for all agency employees. T&H is one of the first small businesses approved by DoD to serve as a Mentor via the DoD Pilot Mentor Protégé Program, in 2011. On March 23, 2020, an Intelligence Agency recognized T&H for supporting Health Services in dealing with the COVID-19 pandemic. We helped the agency's Health Clinic handle more than 300 additional calls and visits over three days, while still meeting its already demanding schedule.

In the following sections, we describe how T&H accomplishes tasks requested by agencies under MAS task orders. We summarize T&H's organizational and accounting controls and quality measures. In general, T&H ensures the quality of the services provided for both the overall contract and individual task orders using the following disciplines which fall under generally accepted CMMI and ISO quality standards:

- Hiring and retaining experienced personnel in the domains we service
- Applying proven management processes
- Leveraging established yet flexible quality controls
- Applying repeatable and quality industry methodologies
- Employee training and certification programs

When providing consulting services for business improvement and mission performance, T&H applies proven management processes and documented methodologies to systematically evaluate past, present, and future organizational situations. Methodologies like our Accelerated Process Change™ are routinely deployed both on consulting and facilitation assignments. We employ and retain experienced personnel with relevant domain knowledge. We leverage benchmarking, performance-based metric development, and strategic planning as tools to add value to our customer base. The T&H approach considers both internal and external factors, such as efficiency, risk, operational continuity and customer satisfaction. T&H analyzes our client's customer satisfaction and effective resource utilization. The former is a critical component of client decision-making, and the latter, doing more with less, is a T&H service mandate. In summary, T&H provides comprehensive consulting solutions, including but not limited to those listed below.

- Business Process Reengineering
- Cost/Benefit Analyses
- Change Management
- Organizational Assessments
- Strategic Planning
- Process and Productivity Improvement
- Action Planning
- Quality Management/Quality Assurance
- Process Modeling
- Program Audits
- A-123 Risk Assessments
- Training
- Statistical Analysis
- Financial Analysis
- Customer Surveys
- Process Mapping

T&H views our Program Integration and Project Management Services as the foundation of our management, organizational, and business improvement offerings. Our managers and subject matter experts bring first-hand knowledge of and experience with commercial and government best practices, broad subject matter expertise, and a deep understanding of the Federal marketplace. Program management, oversight, planning and project controls are the backbone of our services and the basis for delivering timely and quality program deliverables.

The following list highlights a few of T&H's Program Integration and Project Management solutions.

- Program Management
- Independent Validation and Verification
- Senior Advisory Services

- Policy Development
- Project Controls
- Decision Enablement

T&H helps Federal senior executives and staff gain a clear understanding of the issues in and the expected results of the project. We employ practical and measurable management techniques. T&H diagnoses performance issues or improvement opportunities plans and reviews strategies with clients, and collaboratively sets goals for improvement. T&H managers use a variety of data collection methods and analytic techniques, including customized surveys, diagnostic tools, and focus groups. To ensure workable, efficient, and cost-effective solutions, we assess baseline performance and project future improvements.

T&H assesses the organization's strengths and weaknesses; develops detailed outlines of redesigned processes; designs the blueprint for supporting systems, organization programs, and resources; and sets priorities for change or control. We implement, or recommend solutions to cut costs, control projects, and ensure mission critical deliverables are provided. To ensure successful project outcomes, implementation and continuous improvement, T&H develops action plans, performance measures, schedules, communication and training strategies, evaluation plans, and other products to monitor the progress of a project.

T&H Program and Project Management Methodology (PMM)

Team T&H is committed to providing high-quality services through our structured Project Management Methodology (PMM). Our PMM, shown in the figure below, provides a comprehensive set of standard procedures and templates for effective project planning, execution, and management: Project Management Plan, WBS, Staffing Management Plan, Communication Management Plan, Risk Management Plan, and Quality Control Plan. The T&H PMM is based on the Project Management Body of Knowledge (PMBOK) and is the foundation of our CMMI and ISO processes used on all T&H projects and task orders.

Within 5 to 10 days of task order award, of Task Orders T&H will conduct a project management kick-off meeting to introduce core staff, define performance measures, deliverables, as well as timelines for delivery. Project definition defines client goals, objectives, project parameters, and boundaries. This is in addition to the initial BPA award kickoff, to be scheduled within 15 days of initial award.

T&H will develop a Project Management Plan (PMP) to promote the efficient tracking of deliverables, stakeholder communication, performance monitoring, and quality control, and will actively manage the contract in partnership with client stakeholders. T&H will deliver Project Management Plan (PMP) updates, monthly. The PMP will be peer reviewed, updated with peer review feedback and a draft document will be submitted to the Government. T&H will effectively plan, initiate, execute, manage, and closeout the



tasks and contract. T&H will use the phased approach also described in the and will communicate with the COR, regularly, to discuss project status, issues, risks, and mitigation strategies to ensure successful completion of SOW requirements. Finalized documents will be stored in the CMMI Process Asset Library (PAL) for historical and trending purposes.

Communication will form the backbone of our approach as all authority our PMO derives comes from the client and failure to maintain constant and complete communication will endanger the project and the mission's success.

Figure – Project Management Methodology (PMM)

As noted in the graphic above, at the core of the PMM are the following flow of effort and responsibility:

- Project Definition

This is to ensure that both client management and T&H project management are “on the same page”. Written communication and status reports will be used to define the effort from current state, through effort, and to project close. A draft Project Plan will evolve out of this, defining and refining understanding as we make our way to the actual Project Plan.

- Project Plan

A draft Project Management Plan (PMP) will be developed and presented to the client management for review and acceptance or comment. There may be one or more iterations of the PMP as clarifications and adjustments are made, but the goal is to ultimately have an accurate and complete accounting of what is required. This PMP will follow standard PM-BOK and CMMI guidelines for content. Then the project, in earnest begins.

- Project Management and Control

Project Management and Control is a key process under CMMI and means to apply the requirements under the PMP to methodically, both on schedule and ad hoc, review deliverables and process documents so that issues may be identified and resolved while in process.

- Project Close

Not just announcing that it is finished, there are key elements to close out of a project, including final inspection of deliverables and the sign off by all parties that all is accomplished and that all required documentation of the project has been stored in the PAL and all levels of management notified of the completion of the project. Necessary to all aspects of the effort, staffing, with elements in recruiting, retention, training, and certification, as well as planning for sudden needs is discussed as Staffing Management.

Our PMM is comprehensive and includes the following key components.

PMM Components	Tasks
Setting Direction for Success	<ul style="list-style-type: none"> • Define Points of Contact • Detail Contractor Information • Summarize Project Charter • Define Business Problem • Document Assumptions • Detail Project Description • Define Project Scope • Document Summary Statement / Appendices
Project Performance Plan	<ul style="list-style-type: none"> • Define Project Business Objectives, Goals, and Metrics • Define Roles and Responsibilities • Define Deliverable Description and Acceptance Criteria
Work Breakdown Structure	<ul style="list-style-type: none"> • Define WBS Elements • Determine Resource Requirements • Resource Plan • Project Schedule • Cost Estimates
Risk Management Plan	<ul style="list-style-type: none"> • Document Risk Management Strategy • Detail Risk Identification Process • Document Risk Evaluation • Define Risk Mitigation Options • Define Risk Plan Maintenance • Document Risk Management Responsibilities • Document Risk Mitigation Costs • Confirm Contingency (Risk) Budget
Communications Plan	<ul style="list-style-type: none"> • Define Stakeholder Information Requirements • Define Information Descriptions, Collection, and Report Process • Define Distribution Methods • Document Distribution Groups • Document Method for Updating Communications Plan
Change and Configuration Management Plan	<ul style="list-style-type: none"> • Document Change Control Items • Document Change Control Process • Define Configuration Management Control Items • Define Configuration Management Control Process • Define Naming and Marking Methods • Document Submission and Retrieval of Control Items Process • Define Version Control Process • Define Storage, Handling, and Disposition of Project Media
Quality Management Plan	<ul style="list-style-type: none"> • Define Agency Process • Define Project Auditing Procedures • Define Coordination Points

T&H Earned Value Management System (EVMS)

If required by any Task Order, T&H uses an Earned Value Management System (EVMS) that complies with DoD EVM Policies and Guidelines, the Office of Management and Budget (OMB) Circular A-11, Exhibit 300 and 53, and the American National Standards Institute (ANSI)/Electronic Industries Alliance (EIA)-748 guidelines on EVMS. T&H uses *Procas* a leading Government financial management solution that supports T&H's EVMS process, while maintaining our objective of effective management control of contract performance throughout the project lifecycle stages as shown in the table below.

Lifecycle Function	T&H EVMS Solution
Scope Definition	T&H's EVMS solution supports both the statement of work (SOW) and the work breakdown structure (WBS) components through its multifaceted WBS dictionary. This dictionary describes each element in SOW, which describes any discrete portion of the WBS and the Basis of Estimate (BOE), thereby enabling a transparent view of how the budget was developed.
Program Organization	By creating a seamless intersection of the WBS and the Organization Breakdown Structure (OBS), T&H's EVMS solution establishes control points where actual costs are collected, and variances are analyzed. An Integration Wizard also enables an efficient process of creating a budget and performing status updates from the schedule without any excessive data entry. T&H's EVMS solution performance measurement baseline consists of time-phased control account; work package, planning package budget and any undistributed budgeted, facilitating a clear and efficient Integrated Baseline Review (IBR).
Measuring Performance	T&H's EVMS solution supports all the earned value techniques described in the ANSI standard as well as any custom measurements which helps T&H to rapidly identify and resolve performance issues. Additionally, by using Procas, T&H is able to create a synergized environment for the effortless transfer of time-phased accounting data, allowing Procas to compare the budget for a period to its earned value for the same period, supporting the analysis of any schedule variance. To aid with cost and price/usage performance analysis, Procas provides T&H managers with reports that isolate rate variances versus hourly variances on labor and material, which enables us to generate statistical forecasts based on past performance or change the forecasted rate to generate an accurate Estimate to Complete (EAC).
Estimates at Completion	T&H's EVMS solution allows for either a calculated performance factor or a manual forecasting feature to generate an EAC. This feature allows us to estimate costs in a controlled environment while conducting statistical

Lifecycle Function	T&H EVMS Solution
	forecast and giving our managers a logical place to perform bottom-up forecasts.
Revision Control	T&H’s EVMS solution maintains a tight grasp on the performance measurement baseline and allows only authorized changes to be introduced. Once in Cobra, reports can be produced that show the effects of multiple changes in the project along with only the approved baseline. By tracking changes that are automatically logged for Contract Performance Report (CPR) reporting and establishing a formal work authorization document, T&H will be able to provide reconciliation at all times between the data shown in Procas and the original cost and schedules established in the SOW.

T&H’s EVMS solution provides monthly insight into cost, schedule, and technical performance so problems can be identified early, and corrective action can be taken to prevent cost and schedule overruns. The use of T&H’s EVMS solution will allow T&H to discuss variances with the Army and a develop a corrective action plan for any variances between T&H’s reported cost and schedule performance to date and also provide a forecast of the Estimate to Complete (ETC) that can be compared to the T&H bid price. This will greatly lower any chance of cost risk occurring throughout each project. Responsibility for and accomplishment of EVMS reporting will be jointly fulfilled by the PM and task order managers assigned to all projects requiring EVMS reporting.

3.0 GSA MULTIPLE AWARD SCHEDULE PRICING

T&H offers services in the following labor categories, priced by the hour.

SIN	Labor Category	Hourly Rate	SITE
541611	Subject Matter Expert I	\$310.34	Both
541611	Client Executive	\$243.11	Both
541611	Business Manager	\$215.34	Both
541611	Senior Project Specialist	\$186.02	Both
541611	Project Specialist	\$162.90	Both
541611	Senior Analyst	\$139.63	Both
541611	Analyst	\$116.37	Both
541611	Junior Analyst	\$90.50	Both
541611	**Administrative Analyst	\$62.06	Both
541611	Project Manager	\$216.97	Both
541611	Project Lead	\$140.69	Both
541611	Business Analyst	\$117.26	Both
541611	Jr. Business Analyst	\$91.17	Both
541611	Technical Analyst	\$164.13	Both

Service Contract Act Applicability

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e. nationwide).

SCA Eligible Contract Labor Category	SCA Equivalent Code- Title	WD Number
Administrative Analyst	01000	2015-4281, Rev. 5

4.0 LABOR CATEGORY DESCRIPTIONS

T&H recognizes that successful project performance requires staffing each task order with the right combination of education, specialized knowledge, and experience. The careful combination of these three elements is often unique and dependent upon the particular requirements associated with the work being performed. The labor category descriptions defined in this section provide the general guidelines for each labor category; however, reasonable consideration may be used for determining the optimal combination of experience, specialized knowledge and education on a task order-by-task order basis.

Subject Matter Expert I

Minimum/General Experience: Uses functional and specific expert or institutional experience in specific areas that include management responsibility for large projects to serve as a subject matter expert. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task. Possesses requisite knowledge and expertise so recognized in the profession that the Government is able to qualify the individual as an expert in the field. Demonstrated excellent oral and written communication skills.

Installs new systems and trains personnel in application. Conducts operational effectiveness reviews to ensure functional or project systems are applied and functioning as designed. Installs new systems and trains personnel in application. Evaluates implementation and effectiveness of research. Provides Client facilitation services resolving disputes, disagreements, and divergent views.

Minimum Education: Master's or advanced degree(s) preferred and 4 - 6 years of related experience.

Client Executive

Minimum/General Experience: Responsible for all aspects of the program and contract performance (i.e., Business process, deliverable production, contractual, administrative, financial) during a methodology's full life cycle, including but not limited to, operational, functional and business improvement services. Consults with the client to ensure conformity to project and contractual obligations. Ensures and performs consultation on leadership systems, organizational assessments and program audits, and evaluations. Must be familiar with all methodologies and business processes applied to the client's work environment. Oversees the analysis, design and development of new improvement procedures and enhancements. Approves documentation standards, system specifications, feasibility and justification reports, and policy recommendations.

Oversees the development and installation of techniques and procedures to implement policy decisions with regard to organizational structures, program evaluation and productivity improvements.

Ensures the development, maintenance and implementation of Program Management Plans and Technical Specifications Plan—documents that guide the performance of all functional and

technical activities performed. Ensures that maximum service is obtained from all operations through efficient use of personnel and equipment.

Minimum Education: Master's degree from an accredited college or university in a related discipline required and 6 to 8 years of related experience..

Business Manager

Minimum/General Experience: Leads one or more discrete business projects or tasks. Manages teams to accomplish business improvement tasks. Bringing together diverse teams and/or groups with common and divergent interests may require a neutral party to assist them in problem-solving techniques, performance measures and project indicators.

Plans study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis. Gathers and organizes information on problem or procedures, including present operating procedures. Analyzes data gathered, develops information, and considers available solutions or alternate methods of proceeding. Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures or organizational changes. Confers with personnel concerned to ensure smooth functioning of newly implemented systems or procedure. Conducts operational effectiveness reviews to ensure functional or project systems are applied and functioning as designed.

Establishes and maintains technical and financial reports to show progress of projects to management and customers. Organizes and assigns responsibilities to subordinates and oversees the successful completion of all assigned IT tasks. Negotiates contracts. Simultaneously plans and manages diverse and highly complex projects. Responsible for leading and ensuring training of line personnel on the project approach, methodologies and procedures.

Minimum Education: Master's degree from an accredited college or university in a related discipline required and 4 - 6 years of related experience.

Senior Project Specialist

Minimum/General Experience: Leads discrete business improvement projects or tasks. Provides expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Studies management and operational methods to improve workflow, simplify reporting procedures, or implement cost reductions focusing on process and productivity improvements. Analyzes problem in terms of management information and conceptualizes and defines problems and required solutions. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and workflow evaluations. Studies methods of improving work measurements or performance standards. Provides expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Coordinates and participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records and performance data. Prepares reports, including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Assists in preparation of budget needs.

Minimum Education: Master's degree preferred and 4 - 6 years of related experience.

Project Specialist

Minimum/General Experience: Supports discrete business improvement projects or tasks. Provides advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Analyzes problem in terms of management information and conceptualizes and defines problems and required solutions. Facilitates group discussions. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and workflow evaluations. Studies methods of improving work measurements or performance standards. Provides advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records, performance data. Supports development of reports, including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Assists in preparation of budget needs.

Minimum Education: Bachelor's degree from an accredited college or university in a related discipline required and 4 - 6 years of related experience.

Senior Analyst

Minimum/General Experience: Uses significant experience in large business processes and functional projects related to the client's institutional knowledge and specific areas of expertise to serve as a subject matter technical expert in relevant project areas. Assists in project control and reporting. Provides guidance to the business and/or technical staff on the functional producers/processes/policies reflecting detailed knowledge of functional areas included in Section C of the client's proposal. Interfaces with Government management personnel and functional proponents. Reports in writing and orally to Client management and Government representatives, including the Government contracting and programmatic personnel.

Minimum Education: Bachelor's Degree from an accredited college or university in a related discipline and 5 -8 years of related experience.

Analyst

Minimum/General Experience: Studies management and operational methods to improve workflow, simplify reporting procedures, or implement cost reductions. Analyzes client operating practices, such as recordkeeping systems, forms control, office layout, suggestion systems, personnel and budgetary requirements, and performance standards to create new systems or revise established procedures. Assists in project control and reporting. Provides facilitation and related decision support services to agencies engaging in collaboration efforts, working groups, or integrated product, process, or self-directed teams. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and evaluation of workflow. Provides studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Studies methods of improving work measurements or performance

standards. Conducts strategic, business and action planning, program audits and evaluations assessing leadership systems, cycle times and system alignment. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records of performance data. Prepares reports including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Develops training and orientation material.

Prepares models of problem in the form of one or several equations that relate constants and variables, restrictions, alternatives, conflicting objectives and their numerical parameters. Defines data requirements and gathers and validates information applying judgment and statistical tests. Specifies manipulative or computational methods to be applied to model. Performs validation and testing of model to ensure adequacy or determines need for reformulation. Prepares reports defining problem, evaluation, and possible solutions.

Minimum Education: Bachelor's degree from an accredited college or university in a related discipline and 3 - 5 years of related experience.

Junior Analyst

Minimum/General Experience: Provides advice, assistance, guidance or counseling in support of agencies' business improvement efforts. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records of performance data. Prepares reports including, conclusions and recommendations for solution of administrative or problems, recording discussion content, and focusing decision-making. Compiles, stores, and retrieves management data. Defines data requirements and gathers and validates information applying judgment and statistical tests. Performs validation and testing of model to ensure adequacy or determines need for reformulation. Prepares reports defining problem, evaluation, and possible solutions. Develops or updates functional or operational manuals outlining established methods of performing work in accordance with organizational policy. Issues and interprets operating policies.

Minimum Education: Bachelor's degree from an accredited college or university in a related discipline and 1 - 3 years of related experience.

Administrative Analyst

Minimum/General Experience: Prepares memoranda outlining and explaining administrative procedures and policies to supervisory workers. Plans conferences, including logistical meeting/conference support, coordinates technical facilitation. Performs research. Directs preparation of records such as notices, minutes, and resolutions for stockholders' and directors' meetings. Acts as custodian of project documents and records. Directs preparation and filing of project working papers and documents. Schedules appointments, gives information to callers, takes dictation, composes and types correspondence, reads and routes incoming mail, and performs other administrative and clerical duties. Provides draft reports for the permanent record.

Minimum Education: High School graduate or equivalency required and 3 - 5 years of related experience.

Project Manager

Minimum/General Experience: Determine and define project scope and objectives. Predict resources needed to reach objectives and manage resources in an effective and efficient manner. Prepare budget based on scope of work and resource requirements. Track project costs in order to meet budget. Develop and manage a detailed project schedule and work plan. Provide project updates on a consistent basis to various stakeholders about strategy, adjustments, and progress. Manage contracts with vendors and suppliers by assigning tasks and communicating expected deliverables. Utilize industry best practices, techniques, and standards throughout entire project execution. Monitor progress and make adjustments as needed. Measure project performance to identify areas for improvement. Includes program planning, budgeting, scheduling, and cost estimating. 5 years' experience demonstrated ability in analyzing, designing and developing processes and procedures for business/ financial practices and application.

Minimum Education: Bachelor's degree in business or finance and 5 years of overall business/financial experience.

Project Lead

Minimum/General Experience: Oversees the functionality of a work group by providing guidance and instruction. Responsible for overseeing all activities within a team and reporting to the Project Manager. Responsible for deciding how to approach tasks and develop a plan to accomplish them. Distributes information to team members and stakeholders. Keeps track of and structuring various tasks, employees and documents. Determines the goals that members will work toward. Responsible for management and supervision of the research team, quality control, review and approval of deliverables and assisting managers and directors in determining the overall approach to a project. Directs the completion of project specific tasks within time frame and budget. Leads project meetings and client presentations.

Minimum Education: Master's degree in Business Administration or Finance and 5+ years of related experience.

Business Analyst

Minimum/General Experience: Formulates and defines systems scope and objectives based on both user needs and a thorough understanding of business systems and industry requirements. Devises or modifies procedures to solve complex problems considering computer equipment capacity and limitations, operation time, and form of desired results. Includes analysis of business and user needs, documentation of requirements, and translation into proper system requirements specifications. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs. Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Recommends and facilitates quality improvement efforts. Relevant experience may include, but is not limited to strategic, business and action planning for the cost and schedule performance of programs. Support and analyze program schedule and performance data to integrate programs, maximize efficiency, and improve processes. Develop performance metrics and program baselines for process and productivity improvement and project performance monitoring. Support programs and projects by performing analyses of program management and support costs. Analyses include: Cost/Benefit

Analysis, Total Ownership Costs Analysis, Life Cycle Cost Estimates, Earned Value and Activity Based Costing Analysis. Prepares documents to meet capital planning and investment control review requirements established by the Office of Management and Budget, including Circular A-11.

Minimum Education: Bachelor's degree in business, management or related field 5 years of relevant experience.

Jr. Business Analyst

Minimum/General Experience: Supports systems scope and objectives based on both user needs and a thorough understanding of business systems and industry requirements. Under supervision, helps to solve complex problems considering computer equipment capacity and limitations, operation time, and form of desired results. Includes analysis of business and user needs, documentation of requirements, and translation into proper system requirements specifications. Contributes to writing detailed description of user needs, program functions, and steps required to develop or modify computer programs. Reviews, analyzes, and evaluates business systems and user needs. Supports the formulation of systems to parallel overall business strategies. Supports quality improvement efforts. Performs cost analyses associated with systems logistic support and develops and reviews systems acquisition projects' operating plans and procedures to ensure funding for logistic support considerations are identified and included.

Minimum Education: Bachelor's degree in business, management or related field 2-4 years of related experience or 2 years of logistics business/financial system and analysis experience.

Technical Analyst

Minimum/General Experience: Provides in-depth technical knowledge of IT systems, related engineering standards, products, and services. Provides technical analyses related to the design, development, and integration of complex hardware, software, system interfaces and related requirements to provide an integrated business and IT solution. Develops system integration requirements, test requirements, strategies, devices and systems. Directs overall system level design, analysis and testing. 5 years of relevant experience includes direct supervision of teams of professionals with general and specialized expertise in planning. Experience in project management using requirements planning, resource allocation, risk mitigation, cost/time management, and quality management. Responsible for managing and overseeing work performance of one or more task orders. Has primary responsibility for planning, managing, and overseeing work efforts of project team personnel, determining and monitoring task order schedules and budgets, and ensuring compliance with all contract and task order requirements and quality standards. Provides technical guidance to the project team in performance of the work, and reviews the quality of all work products.

Minimum Education: Bachelor's degree in Business Administration of Finance and 5 years of relevant experience.