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**Thomas & Herbert Consulting LLC  
General Services Administration  
(GSA) - Multiple Award Schedule  
(MAS), Federal Acquisition Service;  
Authorized Federal Supply Schedule  
FSS Price List**

**Federal Supply Group: Professional Services  
Contract Number 47QRAA23D000E**

**Contract Period: October 14, 2022, through October  
13, 2027**

*Price list current as of Modification # #PA-0003 effective  
February 3, 2023*

Thomas & Herbert Consulting LLC  
8101 Sandy Spring Road, Suite 250G  
Laurel, Maryland 20707

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



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## 1.0 CUSTOMER INFORMATION

*1a. Special Item Number (SIN): 541611 Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services*

***Order-Level Materials (OLM)***

***Special Item Number (SIN): 54151S Information Technology Professional Services***

*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.*

*SIN 54151S and its corresponding maximum of \$500,000*

*SIN OLM and its corresponding maximum of \$250,000*

*3. Minimum Order: \$300.00*

*4. Geographic Coverage (delivery Area): 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*

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

*10a. Time of Delivery: Specified on each Task Order*

*10b. Expedited Delivery. Please call Contractor.*

*10c. Overnight and two-day delivery. Please call Contractor.*

10d. *Urgent Requirements. Please call Contractor.*

11. *F.O.B Points(s): Destination*

12a. *Ordering Address(es): Same as contractor*

12b. *Ordering procedures: See Federal Acquisition Regulation (FAR) 8.405-3.*

13. *Payment address: Thomas & Herbert Consulting, LLC, 8101 Sandy Spring Road, Suite 250G, Laurel, Maryland 20707.*

14. *Warranty provision: Contractor's Standard Commercial Warranty*

15. *Export Packing Charges (if applicable): N/A*

16. *Terms and conditions of rental, maintenance, and repair (if applicable): N/A*

17. *Terms and conditions of installation (if applicable): N/A*

18a. *Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A*

18b. *Terms and conditions for any other services (if applicable): N/A*

19. *List of service and distribution points (if applicable): N/A*

20. *List of participating dealers (if applicable): N/A*

21. *Preventive maintenance (if applicable): N/A*

22a. *Special attributes such as environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A*

22b. *If applicable, indicate that Section 508 compliance information is available for the information and communications technology (ICT) products and services and show where full details can be found (e.g. contractor's website or other location.) ICT accessibility standards can be found at: <https://www.Section508.gov/>. – N/A.*

23. *Unique Entity Identifier (UEI) Number : STVNARH8KKD3*

24. T&H is registered in the System for Award Management (SAM); [www.sam.gov](http://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) with over 26 years of experience delivering management, information technology and intelligence analysis solutions for the Intelligence Community (IC), Defense and Civilian agencies.

T&H's capabilities fall under NAICS 541611 – **Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services** and NAICS 54151S - **Information Technology Professional 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 videoanalysis; 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"> <li>• Define Points of Contact</li> <li>• Detail Contractor Information</li> <li>• Summarize Project Charter</li> <li>• Define Business Problem</li> <li>• Document Assumptions</li> <li>• Detail Project Description</li> <li>• Define Project Scope</li> <li>• Document Summary Statement / Appendices</li> </ul>  |
| Project Performance Plan                 | <ul style="list-style-type: none"> <li>• Define Project Business Objectives, Goals, and Metrics</li> <li>• Define Roles and Responsibilities</li> <li>• Define Deliverable Description and Acceptance Criteria</li> </ul>   |
| Work Breakdown Structure                 | <ul style="list-style-type: none"> <li>• Define WBS Elements</li> <li>• Determine Resource Requirements</li> <li>• Resource Plan</li> <li>• Project Schedule</li> <li>• Cost Estimates</li> </ul>   |
| Risk Management Plan                     | <ul style="list-style-type: none"> <li>• Document Risk Management Strategy</li> <li>• Detail Risk Identification Process</li> <li>• Document Risk Evaluation</li> <li>• Define Risk Mitigation Options</li> <li>• Define Risk Plan Maintenance</li> <li>• Document Risk Management Responsibilities</li> <li>• Document Risk Mitigation Costs</li> <li>• Confirm Contingency (Risk) Budget</li> </ul>   |
| Communications Plan                      | <ul style="list-style-type: none"> <li>• Define Stakeholder Information Requirements</li> <li>• Define Information Descriptions, Collection, and Report Process</li> <li>• Define Distribution Methods</li> <li>• Document Distribution Groups</li> <li>• Document Method for Updating Communications Plan</li> </ul>   |
| Change and Configuration Management Plan | <ul style="list-style-type: none"> <li>• Document Change Control Items</li> <li>• Document Change Control Process</li> <li>• Define Configuration Management Control Items</li> <li>• Define Configuration Management Control Process</li> <li>• Define Naming and Marking Methods</li> <li>• Document Submission and Retrieval of Control Items Process</li> <li>• Define Version Control Process</li> <li>• Define Storage, Handling, and Disposition of Project Media</li> </ul> |
| Quality Management Plan                  | <ul style="list-style-type: none"> <li>• Define Agency Process</li> <li>• Define Project Auditing Procedures</li> <li>• Define Coordination Points</li> </ul>   |

### 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 541611

| Labor Category            | SITE | Hourly Rate                      |                                  |                                  |                                  |                                  |
|---------------------------|------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|                           |      | Year 1<br>10/14/22 –<br>10/13/23 | Year 2<br>10/14/23 –<br>10/13/24 | Year 3<br>10/14/24 –<br>10/13/25 | Year 4<br>10/14/25 –<br>10/13/26 | Year 5<br>10/14/26 –<br>10/13/27 |
| Subject Matter Expert III | Both | \$293.83                         | \$303.53                         | \$313.54                         | \$323.89                         | \$334.58                         |
| Client Executive          | Both | \$230.18                         | \$237.78                         | \$245.62                         | \$253.73                         | \$262.10                         |
| Business Manager          | Both | \$203.89                         | \$210.62                         | \$217.57                         | \$224.75                         | \$232.16                         |
| Senior Project Specialist | Both | \$176.13                         | \$210.62                         | \$217.57                         | \$224.75                         | \$232.16                         |
| Project Specialist        | Both | \$154.24                         | \$159.33                         | \$164.58                         | \$170.02                         | \$175.63                         |
| Senior Analyst            | Both | \$132.20                         | \$136.57                         | \$141.07                         | \$145.73                         | \$150.54                         |
| Analyst                   | Both | \$110.18                         | \$113.82                         | \$117.57                         | \$121.45                         | \$125.46                         |
| Junior Analyst            | Both | \$85.68                          | \$88.51                          | \$91.43                          | \$94.45                          | \$97.56                          |
| **Administrative Analyst  | Both | \$58.64                          | \$60.57                          | \$62.57                          | \$64.64                          | \$66.77                          |
| Project Manager           | Both | \$203.89                         | \$210.62                         | \$217.57                         | \$224.75                         | \$232.16                         |
| Project Lead              | Both | \$132.20                         | \$136.57                         | \$141.07                         | \$145.73                         | \$150.54                         |
| Business Analyst          | Both | \$116.37                         | \$120.21                         | \$124.18                         | \$128.28                         | \$132.51                         |
| Jr. Business Analyst      | Both | \$85.68                          | \$88.51                          | \$91.43                          | \$94.45                          | \$97.56                          |
| Technical Analyst         | Both | \$154.24                         | \$159.33                         | \$164.58                         | \$170.02                         | \$175.63                         |

**SIN 54151S**

| Labor Category                       | SITE | Hourly Rate                      |                                  |                                  |                                  |                                  |
|--------------------------------------|------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|                                      |      | Year 1<br>10/14/22 –<br>10/13/23 | Year 2<br>10/14/23 –<br>10/13/24 | Year 3<br>10/14/24 –<br>10/13/25 | Year 4<br>10/14/25 –<br>10/13/26 | Year 5<br>10/14/26 –<br>10/13/27 |
| Application Developer II             | Both | \$102.99                         | \$106.39                         | \$109.90                         | \$113.52                         | \$117.27                         |
| Application Developer III            | Both | \$124.33                         | \$128.44                         | \$132.67                         | \$137.05                         | \$141.57                         |
| Application Programmer               | Both | \$104.23                         | \$107.67                         | \$111.22                         | \$114.89                         | \$118.68                         |
| Business Analyst I                   | Both | \$130.86                         | \$135.18                         | \$139.64                         | \$144.25                         | \$149.01                         |
| Business Analyst II                  | Both | \$131.58                         | \$135.92                         | \$140.40                         | \$145.40                         | \$149.82                         |
| Business/ Architect<br>Designer      | Both | \$145.61                         | \$150.41                         | \$155.37                         | \$160.50                         | \$165.80                         |
| Database Analyst I                   | Both | \$74.63                          | \$77.10                          | \$79.64                          | \$82.27                          | \$84.98                          |
| Database Designer                    | Both | \$117.87                         | \$121.76                         | \$125.78                         | \$129.93                         | \$134.22                         |
| Database Engineer II                 | Both | \$111.46                         | \$115.14                         | \$118.94                         | \$122.87                         | \$126.92                         |
| Information Technology<br>Analyst I  | Both | \$58.32                          | \$60.25                          | \$62.24                          | \$64.29                          | \$66.41                          |
| Information Technology<br>Analyst II | Both | \$84.38                          | \$87.16                          | \$90.04                          | \$93.01                          | \$96.08                          |
| Infrastructure Specialist I          | Both | \$65.83                          | \$68.00                          | \$70.24                          | \$72.56                          | \$74.96                          |
| Infrastructure Specialist<br>II      | Both | \$75.09                          | \$77.57                          | \$80.13                          | \$82.77                          | \$85.51                          |
| Instructor II                        | Both | \$76.99                          | \$79.53                          | \$82.15                          | \$84.86                          | \$87.66                          |
| Management Analyst                   | Both | \$71.42                          | \$73.77                          | \$76.21                          | \$78.72                          | \$81.32                          |
| Manager- IT/Technical I              | Both | \$130.03                         | \$134.32                         | \$138.75                         | \$143.33                         | \$148.06                         |
| Manager- IT/Technical II             | Both | \$155.29                         | \$160.42                         | \$165.71                         | \$171.18                         | \$176.83                         |
| Principal Computer<br>Scientist I    | Both | \$137.54                         | \$142.08                         | \$146.77                         | \$151.61                         | \$156.62                         |
| Principal Computer<br>Scientist II   | Both | \$153.03                         | \$158.08                         | \$163.29                         | \$168.68                         | \$174.25                         |



|  |      |          |          |          |          |          |
|--|------|----------|----------|----------|----------|----------|
| Principal Engineer I                             | Both | \$114.30 | \$118.07 | \$121.97 | \$125.99 | \$130.15 |
| Principal Engineer II                            | Both | \$134.73 | \$139.17 | \$143.77 | \$148.51 | \$153.41 |
| Programming Specialist I                         | Both | \$61.70  | \$63.74  | \$65.84  | \$68.02  | \$70.26  |
| Programming Specialist II                        | Both | \$70.20  | \$72.51  | \$74.91  | \$77.38  | \$79.93  |
| Project Manager                                  | Both | \$110.44 | \$114.09 | \$117.85 | \$121.74 | \$125.76 |
| Quality Assurance Engineer                       | Both | \$57.35  | \$59.24  | \$61.19  | \$63.21  | \$65.30  |
| Senior Business Process Reengineering Specialist | Both | \$121.95 | \$125.97 | \$130.13 | \$134.43 | \$138.86 |
| Senior Information Engineer                      | Both | \$119.12 | \$123.05 | \$127.11 | \$131.30 | \$135.64 |
| Software Engineer IV                             | Both | \$106.75 | \$110.27 | \$113.91 | \$117.67 | \$121.55 |
| Subject Matter Expert I                          | Both | \$129.29 | \$133.56 | \$137.96 | \$142.52 | \$147.22 |
| Subject Matter Expert II                         | Both | \$140.34 | \$144.97 | \$149.75 | \$154.69 | \$159.80 |
| Systems Administrator I                          | Both | \$81.08  | \$83.75  | \$86.52  | \$89.37  | \$92.32  |
| Systems Analyst                                  | Both | \$108.94 | \$112.54 | \$116.25 | \$120.09 | \$124.05 |
| Systems Architect                                | Both | \$137.25 | \$141.78 | \$146.46 | \$151.29 | \$156.29 |
| Systems Engineer I                               | Both | \$54.41  | \$56.20  | \$58.06  | \$59.98  | \$61.95  |
| Systems Engineer III                             | Both | \$102.49 | \$105.88 | \$109.37 | \$112.98 | \$116.71 |
| Team Leader                                      | Both | \$108.82 | \$112.41 | \$116.12 | \$119.95 | \$123.91 |
| Technical Architect                              | Both | \$161.84 | \$167.18 | \$172.70 | \$178.40 | \$184.29 |
| Technical Writer II                              | Both | \$58.25  | \$60.17  | \$62.16  | \$64.21  | \$66.33  |
| Technician II                                    | Both | \$43.82  | \$45.27  | \$46.76  | \$48.31  | \$49.90  |
| Test Engineer                                    | Both | \$73.84  | \$76.27  | \$78.79  | \$81.39  | \$84.08  |
| Testing Manager                                  | Both | \$104.78 | \$108.24 | \$111.81 | \$115.50 | \$119.31 |

**Service Contract Labor Standard Applicability**

| SCLS Eligible Contract Labor Category | SCLS Equivalent Code- Title       | WD Number |
|---------------------------------------|-----------------------------------|-----------|
| Technician II                         | 30082 – Engineering Technician II | 2015-4281 |
| Administrative Analyst                | 01020 – Administrative Assistant  | 2015-4281 |

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

## 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.

### SIN 541611

#### Subject Matter Expert III

**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 and 4 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 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 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 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 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 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 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 year 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 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 7 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 of related 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.

**SIN 54151S****Application Developer II**

**Minimum/General Experience:** Prepares a variety of computer programs, associated documents, and design specifications, including logical system design diagrams. Converts symbolic Statements of Work processes to detailed design and coding into program language. Assists in and/or develops detailed programs, and designs, and produces diagrams indicating mathematical computations, sequence data and solutions. May perform work on operating systems or applications.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

**Application Developer III**

**Minimum/General Experience:** Prepares a variety of computer programs, associated documents, and design specifications, including logical system design diagrams. Converts symbolic Statements of Work processes to detailed design and coding into program language. Assists in and/or develops detailed programs, and designs, and produces diagrams indicating mathematical computations, sequence data and solutions. May perform work on operating systems or applications.

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

**Application Programmer**

**Minimum/General Experience:** Converts symbolic statements of work processes to detailed design, and coding into program language. Assists in and/or develops detailed programs and design and produces diagrams indicating mathematical computations, sequence data, and solutions.

**Minimum Education:** Bachelor's degree in business, management or related field and 10 years of relevant experience.

**Business Analyst I**

**Minimum/General Experience:** Under general direction, supports the development, enhancement, and maintenance of business solutions in support of information technology planning, research, and implementation. Business solutions are based on the customer needs and crafted to drive the development of information technology solutions.

**Minimum Education:** Bachelor's degree in business, management or related field and 3 years of relevant experience.

**Business Analyst II**

**Minimum/General Experience:** Manages, directs, and the supports the development, enhancement, and maintenance of business solutions in support of information technology planning, research, and implementation. Business solutions are based on the customer needs and

crafted to drive the development of information technology solutions.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.

### **Business/Architect Designer**

**Minimum/General Experience:** Contributes to the design and delivery of business solution components. Reviews teamwork products to ensure that they are accurate, consistent, and meet client requirements. Architects, designs and develops integrated business/engineering systems and products to support the achievement of the customers 'business goals. Leads others in the definition of the project scope, plans and deliverables including cost projection and proposed implementation dates.

**Minimum Education:** Bachelor's degree in business, management or related field and 7 years of relevant experience.

### **Database Analyst I**

**Minimum/General Experience:** Analyzes organizational and computer database systems. Designs and implements computer database systems in both standalone and network configurations.

**Minimum Education:** Bachelor's degree in business, management or related field and 2 years of relevant experience.

### **Database Designer**

**Minimum/General Experience:** Works with clients to set the information management direction for an enterprise. Provides insight and advice to board- clients concerning the strategic direction for data management. Conducts information technology assessments and large-scale data management reviews and provides quick solutions for urgent client needs.

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

### **Database Engineer II**

**Minimum/General Experience:** Develops within broad objectives, engineering/scientific designs, consistent with product needs, strategy and business considerations. Solves very complex problems in specialty areas that require the continued application of a very high degree of innovation and creativity. Leads a group or may work independently on very complex technical projects.

**Minimum Education:** Associate degree in business, management or related field and 3 years of relevant experience.

### **Information Technology Analyst I**

**Minimum/General Experience:** Works under close supervision, developing the requirements of a product from inception to conclusion. Develops required specifications for simple to moderately complex problems.

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

### **Information Technology Analyst II**

**Minimum/General Experience:** Provides leadership for strategic and operational use and integration information technology to solve business problems. Serves as the information manager to execute information technology strategic planning and management.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.

### **Infrastructure Specialist I**

**Minimum/General Experience:** Assists the II Infrastructure Specialist in designs, implements, and maintains automated systems and applications programs for data resource management. Plans and designs databases, storage structure, and access strategies.

**Minimum Education:** Bachelor's degree in business, management or related field and 3 years of relevant experience.

### **Infrastructure Specialist II**

**Minimum/General Experience:** Designs, implements, and maintains automated systems and applications programs for data resource management. Plans and designs databases, storage structure, and access strategies.

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

### **Instructor II**

**Minimum/General Experience:** Develops IT-related courseware and training materials; modifies and updates existing IT-related courseware when required; develops training guides for students and instructors; reviews and critiques training materials; coordinates timing and attendance of classroom training; maintains records of participant progress and program effectiveness.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Management Analyst**

**Minimum/General Experience:** Provides requirements analysis, design, and development business and technical material. Develops requirements for software applications based on information received from users and other activities such as feasibility studies, independent verification and validation analysis, etc.)

**Minimum Education:** Bachelor's degree in business, management or related field and 2 years of relevant experience.

### **Manager- IT/Technical I**

**Minimum/General Experience:** Provides technical direction to a program or several small

programs to ensure timely and cost-effective accomplishment of business objectives. Maintains a close liaison with clients on technical, management, and budgetary matters and implements work changes directed by the client with concurrence of upper management.

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

### **Manager- IT/Technical II**

**Minimum/General Experience:** Responsible for effectively planning, managing, and promoting technology applications within and external to the organization using contemporary systems technology, procedures, and methods. May be responsible for preparation of and adherence to budgets and business plans. May be responsible for one of the following: information center, database management, data security, telecommunications, and training.

**Minimum Education:** Bachelor's degree in business, management or related field and 8 years of relevant experience.

### **Principal Computer Scientist I**

**Minimum/General Experience:** Relative experience in scientific analysis documentation, scientific design specification including algorithms, formulas, system diagrams and work on a variety of computer programs. Relative experience in scientific analysis documentation, scientific design specification including algorithms, formulas, system diagrams and work on a variety of computer programs. Functional Responsibilities: Provide assistance to Principal Computer Scientist II. May perform work on operating systems or applications that support scientific application and information technology. Prepares a variety of computer programs, associated documentation, and design specifications, including logical system design diagrams. Assists in and/or conducts detailed analysis of defined system specifications and assist in and/or develop methods for problem solution. Converts symbolic statements of work processes to detailed design, and coding into program language. Assists in and/or develops detailed programs and design and produces diagrams indicating mathematical computations, sequence data, and solutions.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Principal Computer Scientist II**

**Minimum/General Experience:** Relative experience in scientific analysis documentation, scientific design specification including algorithms, formulas, system diagrams and work on a variety of computer programs. May perform work on operating systems or applications. Prepares a variety of computer programs, associated documentation, and design specifications, including logical system design diagrams. Assists in and/or conducts detailed analysis of defined system specifications and assist in and/or develop methods for problem solution. Converts symbolic statements of work processes to detailed design, and coding into program language. Assists in and/or develops detailed programs and design and produces diagrams indicating mathematical computations, sequence data, and solutions. Additionally, is involved with test and system integration (unit and/or software integration) of programs and consequent debugging of errors. Primary scope of responsibility is the analysis, design, development, testing, and debugging of computer software in support of distinct product hardware (computer or other electrical/electronic device or 24 technical (computer) service line(s) or business. Activities range from operating



system architecture, through integration and software design, to selection of computer systems, languages, and equipment.

**Minimum Education:** Bachelor's degree in business, management or related field and 7 years of relevant experience.

### **Principal Engineer I**

**Minimum/General Experience:** Applies software, hardware, and standard information technology expertise in the analysis, specification, development, integration, and acquisition of systems of information management applications.

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

### **Principal Engineer II**

**Minimum/General Experience:** Develops engineering standards and procedures for information and system engineering initiatives, and other related projects. Analyzes existing engineering activities and document them as repeatable processes. Conducts business architecture analysis, process modeling, requirement analysis, and technical architecture development. Designs, implements, and maintains automated systems and applications programs for data resource management.

**Minimum Education:** Bachelor's degree in business, management or related field and 8 years of relevant experience.

### **Programming Specialist I**

**Minimum/General Experience:** May perform work on operating systems or applications. Prepares a variety of computer programs, associated documentation, and design specifications, including logical system design diagrams. Assists in and/or conducts detailed analysis of defined system specifications and assist in and/or develop methods for problem solution.

**Minimum Education:** Bachelor's degree in business, management or related field and 0 years of relevant experience.

### **Programming Specialist II**

**Minimum/General Experience:** May perform work on operating systems or applications using programming languages such as Oracle, C++, Java, C, and other high technical programming languages. Employ software engineering principles, methodology, and tools.

**Minimum Education:** Bachelor's degree in business, management or related field and 3 years of relevant experience.

### **Project Manager**

**Minimum/General Experience:** Consults with the client to ensure conformity to project and contractual obligations for, but not limited to, IT projects/initiatives. Must be familiar with all phases of the systems development life cycle (i.e., identification, design, development, implementation, & maintenance of automated systems.) Oversees and manages the analysis,

design and development of new systems and system enhancements.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Quality Assurance Engineer**

**Minimum/General Experience:** Works under very gentle supervision and results are reviewed upon completion for adequately meeting objectives. Ensures project methodologies, quality assurance standards, and guidelines are implemented throughout the duration of the project.

**Minimum Education:** Bachelor's degree in business, management or related field and 1 years of relevant experience.

### **Senior Business Process Reengineering Specialist**

**Minimum/General Experience:** Provides leadership in managing a Business Process Reengineering BPR effort. This activity includes facilitating planning sessions and providing expert advice in resource allocation decisions in a highly diverse technology environment. Implement strategies to migrate organizations from performing processes manually to executing processes via information technology.

**Minimum Education:** Bachelor's degree in business, management or related field and 7 years of relevant experience.

### **Senior Information Engineer**

**Minimum/General Experience:** Leads and provides functional and data requirements analysis, data standardization, logical data modeling expertise to deliver information engineering support to various client organizations and IT initiatives.

**Minimum Education:** Bachelor's degree in business, management or related field and 7 years of relevant experience.

### **Software Engineer IV**

**Minimum/General Experience:** Serves as the Senior software engineer with experience in completing software tasks using Object Oriented software analysis, design and programming, including make files, scripting. Software analysis, architecture and design using the Object Modeling Technique and CASE Tools, Information Management using Agile concepts; SQL and Relational DBMS (Informix Online Dynamic Server) Programming in Client Server.

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

### **Subject Matter Expert I**

**Minimum/General Experience:** Serves as a subject matter technical expert in areas relevant to project. Provide guidance to the technical staff on the functional producers/processes/policies reflecting detailed knowledge of functional areas.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.

### **Subject Matter Expert II**

**Minimum/General Experience:** Analyzes user needs to determine functional requirements. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task. Serves as a senior subject matter technical expert in areas relevant to project. Provide guidance to the technical staff on the functional producers/processes/policies reflecting detailed knowledge of functional areas.

**Minimum Education:** Bachelor's degree in business, management or related field and 8 years of relevant experience.

### **Systems Administrator I**

**Minimum/General Experience:** Install, configure and maintain operating system and other Commercial of the Shelf (COTS) software products. Perform everyday system administration tasks like create user ids, backup and restore. Move/Add/Change user workstations which includes IP and Switch administration.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Systems Analyst**

**Minimum/General Experience:** Preparing, analyzing, editing and testing computer programs such as Windows NT, Microsoft Word, Informix, DBASE, Access, Excel, WordPerfect. Provided technical support to users and assisted with policy implementation and other computer related issues in the Local Area Network.

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

### **Systems Architect**

**Minimum/General Experience:** Consultant to management typically with an advanced degree. Applies advanced concepts, theories and principles and contributes towards the development of new principles and concepts.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.

### **Systems Engineer I**

**Minimum/General Experience:** Assists Systems Engineer II in defining and executing system engineering activities within a project to include: systems planning, performance management, capacity planning, testing and validation, benchmarking, information engineering, and developing and staffing of a system engineering management plan.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Systems Engineer III**

**Minimum/General Experience:** Applies extensive expertise as a generalist, solves complex problems which require the regular use of ingenuity and creativity. Work is performed without appreciable direction and is reviewed for desuetude results from a relatively long time

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

### **Team Leader**

**Minimum/General Experience:** Performs as an in-house expert in a specialty field, which may be business, scientific, or technical in nature. Responsible for planning, developing, implementing, and maintaining a major initiative, as well as selecting and directing subordinate personnel for this purpose

**Minimum Education:** Bachelor's degree in business, management or related field and 7 years of relevant experience.

### **Technical Architect**

**Minimum/General Experience:** Under minimal direction, blends the right combination of specializations to conceptualize, design and develop total system/product solutions for enterprise-wide information technology and/or engineering /manufacturing processes. Translates customer and organizational objectives and critical success factors into actionable business, organization and technology strategies.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.

### **Technical Writer II**

**Minimum/General Experience:** Under minimal direction, analyzes and interprets highly specialized technical information to compose detailed documentation and technical manuals. Conducts complex documentation and user needs analysis.

**Minimum Education:** Bachelor's degree in business, management or related field and 4 years of relevant experience.

### **Technician II**

**Minimum/General Experience:** Under minimal direction, analyzes and interprets highly specialized technical information to compose detailed documentation and technical manuals. Conducts complex documentation, user needs analysis, and technical support.

**Minimum Education:** Bachelor's degree in business, management or related field and 3 years of relevant experience.

### **Test Engineer**

**Minimum/General Experience:** Responsible for planning and execution of the Programs' validation and verification processes of all configuration items. Participation in integration and test planning activities for appropriate s of verification.

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

**Testing Manager**

**Minimum/General Experience:** Develops and executes systematic unit, parallel, string and enterprise testing. Develops test programs and scripts and manages testing resources. Must be fully versed in system development life cycles and multiple testing methodologies and strategies.

**Minimum Education:** Bachelor's degree in business, management or related field and 6 years of relevant experience.