GENERAL SERVICES ADMINISTRATION

Federal Acquisition Service
Authorized Federal Supply Schedule Price List

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

Schedule for - Consolidated
Federal Supply Group: CORP   **Class:**
Contract Number: GS-00F-284CA
For more information on ordering from Federal Supply Schedules
click on the FSS Schedules button at http://www.gsa.gov/schedules-ordering
Contract Period: September 1, 2015 through August 31, 2020

Contractor: TSM Corporation
                         7622 Bartlett Corporation Drive, Suite 101
                         Bartlett, TN 38133-8962

Business Size: Large Business

In accordance with 13 C.F.R. 121.404, the Contractor is ineligible to participate in any RFQ that is set aside for small business where the subject contract's awarded size status for the preponderance NAICS designated in the RFQ is "other than small".

Telephone: (407) 730-8617
Extension:
FAX Number: (407) 650-2741
Web Site: www.TSMCorporation.com
E-mail: Wendy.Sanford@TSMCorporation.com
Contract Administration: Wendy E Sanford

CUSTOMER INFORMATION:

1a.   Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:

SIN	Recovery	SIN Description
C871-1	C871-1RC	Strategic Planning for Technology Programs/Activities
C871-2	C871-2RC	Concept Development and Requirements Analysis
C871-3	C871-3RC	System Design, Engineering and Integration
C871-4	C871-4RC	Test and Evaluation
C871-5	C871-5RC	Integrated Logistics Support
C871-6	C871-6RC	Acquisition and Life Cycle Management
C874-4	C874-4RC	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration
C874-501	C874-501RC	Supply and Value Chain Management

| C874-505 | C874-505RC | Logistics Training Services |
| C874-507 | C874-507RC | Operations & Maintenance Logistics Management and Support 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. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.**

1c. **If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item.**

2. **Maximum Order:** $1,000,000.00

3. **Minimum Order:** $100.00

4. **Geographic Coverage (delivery Area):** Domestic only

5. **Point(s) of production (city, county, and state or foreign country):** Same as company address

6. **Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.

7. **Quantity discounts:** None Offered

8. **Prompt payment terms:** Net 30 days

9a. **Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes

9b. **Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** will accept over $2,500

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

11a. **Time of Delivery (Contractor insert number of days):** Specified on the Task Order

11b. **Expedited Delivery. The Contractor will insert the sentence "Items available for expedited delivery are noted in this price list." under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery:** Contact Contractor

11c. **Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery:** Contact Contractor

11d. **Urgent Requirements. The Contractor will note in its price list the "Urgent Requirements" clause of its contract and advise agencies that they can also contact the Contractor's representative to effect a faster delivery:** Contact 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 on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. Payment address(es): Same as company address

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): Contact Contractor

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

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

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

20a. Terms and conditions for any other services (if applicable): N/A

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

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

23. Preventive maintenance (if applicable): N/A

24a. 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 (e.g. contactor's website or other location.) The EIT standards can be found at: www.Section508.gov/.

25. Data Universal Numbering System (DUNS) number: 096073705

26. Notification regarding registration in Central Contractor Registration (CCR) database: Registered

27. Final Pricing:
The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Labor Categories Pricing

SIN	Awarded Labor Category	Site	Year 1	Year 2	Year 3	Year 4	Year 5
C874-4	Administrative Assistant	Both	$39.47	$40.26	$41.06	$41.89	$42.72
C874-4	Behavioral Scientist / Psychologist	Both	$95.76	$97.68	$99.63	$101.62	$103.65
C874-4	Certified Instructor	Both	$77.47	$79.02	$80.60	$82.21	$83.86
C874-4	Computer Specialist	Both	$45.32	$46.23	$47.15	$48.09	$49.06
C874-4	Consultant II	Both	$71.96	$73.40	$74.87	$76.36	$77.89
C874-4	Editor	Both	$58.94	$60.12	$61.32	$62.55	$63.80
C874-4	Functional Analyst, Senior	Both	$98.38	$100.35	$102.35	$104.40	$106.49
C874-4	Instructional Designer	Both	$41.68	$42.51	$43.36	$44.23	$45.12

C874-4	Instructional Developer	Both	$46.74	$47.67	$48.63	$49.60	$50.59
C874-4	Instructor, Senior	Both	$98.38	$100.35	$102.35	$104.40	$106.49
C874-4	Intelligence Training Specialist, Senior	Both	$76.39	$77.92	$79.48	$81.07	$82.69
C874-4	Management Analyst I	Both	$59.02	$60.20	$61.40	$62.63	$63.89
C874-4	Management Analyst II	Both	$69.61	$71.00	$72.42	$73.87	$75.35
C874-4	Management Analyst, Senior	Both	$84.81	$86.51	$88.24	$90.00	$91.80
C874-4	Program Director	Both	$139.81	$142.61	$145.46	$148.37	$151.33
C874-4	Program Manager	Both	$136.94	$139.68	$142.47	$145.32	$148.23
C874-4	Program Specialist II	Both	$100.49	$102.50	$104.55	$106.64	$108.77
C874-4	Project Director	Both	$125.82	$128.34	$130.90	$133.52	$136.19
C874-4	Project Manager	Both	$99.97	$101.97	$104.01	$106.09	$108.21
C874-4	Quality Assurance Specialist	Both	$38.66	$39.43	$40.22	$41.03	$41.85
C874-4	Script Writer	Both	$41.54	$42.37	$43.22	$44.08	$44.96
C874-4	Subject Matter Expert	Both	$40.26	$41.07	$41.89	$42.72	$43.58
C874-4	Task Manager	Both	$85.82	$87.54	$89.29	$91.07	$92.89
C874-4	Technical Writer	Both	$55.15	$56.25	$57.38	$58.53	$59.70
C874-4	Technical Writer/Editor, Senior	Both	$72.22	$73.66	$75.14	$76.64	$78.17
C874-4	Training Instructor	Both	$69.46	$70.85	$72.27	$73.71	$75.19
C874-4	Training Manager	Both	$84.78	$86.48	$88.21	$89.97	$91.77
C874-4	Training Specialist	Both	$60.01	$61.21	$62.43	$63.68	$64.96
C874-4	Training Specialist, Senior	Both	$70.06	$71.46	$72.89	$74.35	$75.84
C874-4	Word Processor	Both	$37.04	$37.78	$38.54	$39.31	$40.09
C874-501, C874-505, C874-507	Aircraft Mechanic	Both	$66.64	$67.97	$69.33	$70.72	$72.13
C874-501, C874-505, C874-507	Aviation Maintenance Analyst	Both	$41.70	$42.53	$43.38	$44.25	$45.14
C874-501, C874-505, C874-507	Aviation Maintenance Analyst, Senior	Both	$67.73	$69.08	$70.47	$71.88	$73.31
C874-501, C874-505, C874-507	Configuration Management Specialist	Both	$48.93	$49.91	$50.91	$51.92	$52.96
C874-501, C874-505, C874-507	Financial Analyst, Senior	Both	$56.71	$57.84	$59.00	$60.18	$61.38
C874-501, C874-505, C874-507	Graphic Artist	Both	$56.19	$57.31	$58.46	$59.63	$60.82
C874-501, C874-505, C874-507	Information Systems Analyst	Both	$128.16	$130.72	$133.34	$136.00	$138.72
C874-501, C874-505, C874-507	Logistics Administrative Assistant	Both	$51.78	$52.82	$53.87	$54.95	$56.05
C874-501, C874-505, C874-507	Logistics Analyst I	Both	$107.64	$109.79	$111.99	$114.23	$116.51
C874-501, C874-505, C874-507	Logistics Analyst II	Both	$119.31	$121.70	$124.13	$126.61	$129.15
C874-501, C874-505, C874-507	Logistics Analyst, Senior	Both	$129.76	$132.36	$135.00	$137.70	$140.46
C874-501, C874-505, C874-507	Logistics Engineer II	Both	$91.69	$93.52	$95.39	$97.30	$99.25
C874-501, C874-505, C874-507	Logistics Program Manager	Both	$163.88	$167.16	$170.50	$173.91	$177.39
C874-501, C874-505, C874-507	Logistics Support Specialist	Both	$81.33	$82.96	$84.62	$86.31	$88.03
C874-501, C874-505,	Logistics Technical Writer/Editor	Both	$71.42	$72.85	$74.31	$75.79	$77.31

C874-507							
C874-501, C874-505, C874-507	Logistics Technician	Both	$86.00	$87.72	$89.47	$91.26	$93.09
C874-501, C874-505, C874-507	Logistics Training Specialist	Both	$94.47	$96.36	$98.29	$100.25	$102.26
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Consultant	Both	$197.86	$201.82	$205.85	$209.97	$214.17
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Draftsperson / Engineering Assistant	Both	$39.13	$39.91	$40.71	$41.53	$42.36
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Electrical Engineer/Analyst	Both	$124.92	$127.42	$129.97	$132.57	$135.22
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Electrical Engineer/Analyst, Junior	Both	$90.93	$92.75	$94.60	$96.50	$98.43
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Electrical Engineer/Analyst, Senior	Both	$164.92	$168.22	$171.58	$175.01	$178.51
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Logistics Engineer I	Both	$81.07	$82.69	$84.35	$86.03	$87.75
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Operational Configuration Management Specialist	Both	$45.41	$46.32	$47.24	$48.19	$49.15
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Operational Logistics Support Specialist	Both	$57.13	$58.27	$59.44	$60.63	$61.84
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Program Manager, Senior	Both	$164.92	$168.22	$171.58	$175.01	$178.51
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Software Developer	Both	$73.26	$74.73	$76.22	$77.74	$79.30
C871-1,	Software Engineer	Both	$104.13	$106.21	$108.34	$110.50	$112.71

SIN							
C871-2, C871-3, C871-4, C871-5, C871-6							
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Technical Training Specialist	Both	$71.11	$72.53	$73.98	$75.46	$76.97
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Technical Typist / Graphic Artist	Both	$45.91	$46.83	$47.76	$48.72	$49.69
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Technical Writer / Editor	Both	$61.08	$62.30	$63.55	$64.82	$66.12
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Technician	Both	$60.55	$61.76	$63.00	$64.26	$65.54

Course Pricing

SIN	Course Title	Course Length	Minimum Participants	Maximum Participants	Site	Awarded Price (including IFF)
C874-4	Leadership Challenge Program-Beginnings	12 hours	24	30	Both	$ 11,356.17
C874-4	Leadership Challenge Program-Level I	20 hours	24	30	Both	$ 26,052.39
C874-4	Leadership Challenge Program-Level II	20 hours	24	30	Both	$ 30,728.46
C874-4	Leadership Challenge Program-Level III	20 hours	24	30	Both	$ 31,494.51

28. Service Contract Act (SCA) Matrix

SCA Eligible Labor Category	SCA Equivalent Code Title	Wage Determination No
SIN C874-4		
Administrative Assistant	01020 - Administrative Assistant	05-2495
Word Processor	01613 - Word Processor III	05-2495
Technical Writer	30462 - Technical Writer II	05-2495
SINs C874-501, C874-505 and C874-507		
Administrative Assistant	01020 - Administrative Assistant	05-2559
Graphic Artist	15080 - Graphic Artist	05-2559
Technical Writer/Editor	30462 - Technical Writer II	05-2559
Aircraft Mechanic	23023 - Aircraft Mechanic III	05-2559
Technician	30085 - Engineering Technician V	05-2559
SINs C871-1 through C871-6		
Draftsperson/Engineering Assistant	14043 - Computer Operator III	05-2057, 05-2115, 05-2513

Draftsperson/Engineering Assistant	01270 - Production Control Clerk	05-2057, 05-2115, 05-2513
Graphic Artist	15080 - Graphic Artist	05-2559
Logistics Administrative Assistant	01020 - Administrative Assistant	05-2559
Logistics Technical Writer/Editor	30462 - Technical Writer II	05-2559
Logistics Technician	30085 - Engineering Technician V	05-2559
Operational Logistics Support Specialist	21030 - Material Coordinator	05-2057, 05-2115, 05-2513
Technical Training Specialist	15010 - Aircrew Training Devices Instructor (Non-Rated)	05-2513
Technical Training Specialist	15030 - Aircrew Training Devices Instructor Pilot	05-2513
Technical Training Specialist	15060 - Educational Technologist	05-2513
Technical Writer	30462 - Technical Writer II	05-2495
Technician	23021 - Aircraft Mechanic I	05-2057, 05-2115, 05-2513
Technician	23022 - Aircraft Mechanic II	05-2057, -5-2115, 05-2513

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated (**) 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).

29.   Labor Category and Course Descriptions

Labor Category Title: Administrative Assistant*
Labor Category Description:
Functional Responsibility: Performs administrative and technical work in a management environment. Employs knowledge of Personal Computers (PCs), email, and word processing and spreadsheet software. Uses common office equipment, e.g., facsimile (fax) machines, copiers, projectors and printers. Performs high-quality project support. Will have contact with most levels of client personnel. Communicates and coordinates with various individuals and/or departments. Handles confidential information. Maintains logs, records, archives and/or working files. Handles correspondence, prepares reports, and arranges meetings and travel with minimum instruction and supervision. Routes or answers routine correspondence not requiring manager's attention.
Minimum Experience: Five (5) years of relevant experience.
Minimum Education: High school diploma plus specialized training to demonstrate the ability to successfully perform the job duties. A technical certificate from trade school, community college, or military experience is preferred.
*Subject to Service Contract Act

Labor Category Title: Aircraft Mechanic*
Labor Category Description:
Functional Responsibility: Maintains, repairs and modifies aircraft structures and structural components; maintains and repairs aircraft components including, but not limited to, flight controls, engines, hydraulics, pneumatics, fuel systems, and mechanical components; applies technical knowledge of airframe and powerplant systems in determining equipment malfunctions; applies required expertise in restoring equipment condition and/or operation; and applies comprehensive technical expertise to solve moderate to complex problems by interpreting technical documentation such as blueprints or manufactures' manuals.
Minimum Experience: Two (2) years of experience.
Minimum Education: Typically requires a high school diploma plus specialized training to demonstrate the ability to successfully perform the job duties. A technical certificate from trade school, community college, or military experience is preferred.
*Subject to Service Contract Act

Labor Category Title: Aviation Maintenance Analyst
Labor Category Description:
Functional Responsibility: Provides system engineering/analyses, technical, training and logistic support to the Government for the installation, testing, operation and configuration control of weapon(s) systems. Identifies and performs analyses of weapon system technical problem reports and interprets information obtained through review

conferences and/or technical specialists. Coordinates with engineering and logistic support organizations to obtain technical information to support analyses and the status of weapon system engineering changes, modifications and problem reports.

Minimum Experience: Four (4) years of experience.

Minimum Education: Typically requires a Bachelor's degree. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Aviation Maintenance Analyst, Senior
Labor Category Description:
Functional Responsibility: Manages and coordinates the on-site activities of those engaged in the installation, maintenance, repair and modification of the assigned aircraft, its systems, and its associated support equipment to ensure the orderly execution of tasks in accordance with the customer and program priorities and schedules. Plans and schedules work assignments for the personnel consistent with the overall program and customer priorities and monitors progress to identify/resolve actual and potential problems. Interfaces with squadron staff and command personnel on-site to ensure the continued exchange of information pertaining to operations, maintenance and personnel support of assigned projects.

Minimum Experience: Eight (8) years of experience.

Minimum Education: Bachelor's degree.

Labor Category Title: Behavioral Scientist/Psychologist
Labor Category Description:
Functional Responsibility: Performs research of human behavior patterns, analyzing data and interpreting patterns to identify and predict future behaviors. Develops and conducts surveys and interprets survey results. Creates tools for assessing the effectiveness of training objectives and creates techniques for enhancing learning retention and customizing presentation methods. Assists in policy development, business strategy planning, and creation of change management processes. Attends meetings, facilitates group briefings, and consults and advises in program planning, seminars, courses and workshops.

Minimum Experience: Five (5) years of experience in an applied work setting, demonstrated strong research and analytical skills, an ability to observe and record behaviors, and teamwork skills.

Minimum Education: Master's degree in psychology, e.g., industrial, experimental, educational, human factors or a related discipline. A Bachelor's degree, and an additional two (2) years of relevant experience may be substituted for the Master's degree.

Labor Category Title: Certified Instructor
Labor Category Description:
Functional Responsibility: Acts as primary instructor for Microsoft or other Manufacturer Certified training. Plans and performs assignments of substantial variety and complexity. Applies specialized knowledge, skills or judgment to a varied and complex sequence of training requirements. Develops customized training courseware and presentation materials. Consults with clients to identify specific client training requirements and develops and/or customizes standard course offerings to meet client requirements. Identifies alternatives, develops recommendations and prepares reports. Performs work independently utilizing input from clients to define problems and provide solutions.

Minimum Experience: Four (4) years of instructional experience.

Minimum Education: Master's degree in a related discipline.

Labor Category Title: Computer Specialist**
Labor Category Description:
Functional Responsibility: Provides technical assistance, support and advice to customers and users. Plans, coordinates, and implements security measures for information systems to regulate access to computer data files and prevent unauthorized modification, destruction, or disclosure of information. Installs and performs minor repairs to hardware, software, and peripheral equipment, following design or installation specifications. Oversees the daily performance of computer systems, computer system administration and computer graphics. Sets up equipment for employee use, performing or ensuring proper installation of cable, operating systems, and appropriate software. Maintains record of daily data communication transactions, problems and remedial action taken, and installation

activities. Reads technical manuals, confers with users, and conducts computer diagnostics to investigate and resolve problems and to provide technical assistance and support. Confers with staff, users, and management to establish requirements for new systems or modifications.

Minimum Experience: One (1) year of experience in computer network support, to include systems/equipment support and test and evaluation support of C4ISR requirements.

Minimum Education: Bachelor's degree in engineering, management, physical sciences, mathematics or management information systems. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

**This category is required to provide the customer with a full turnkey MOBIS solution. This category will only be provided in conjunction with a full turnkey solution and will not be sold separately.

Labor Category Title: Configuration Management Specialist
Labor Category Description:
Functional Responsibility: Establishes and maintains consistency of a system's or product's performance and its functional and physical attributes with requirements, design and operational information throughout entire life cycle.
Minimum Experience: Four (4) years of experience.
Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Consultant
Labor Category Description:
Minimum/General Experience: Five (5) years of experience in performing engineering, design, development, and implementation of business, mathematical, or scientific endeavors using a variety of information technology resources. Demonstrated experience with current technologies and emerging technologies.
Functional Responsibility: Consults on the application of professional engineering support in any SIN supported under this contract.
Licenses and Certifications: When called for by the order, must be a licensed engineer. When required, must be certified for specialized requirements cited in the order.
Minimum Education: Bachelor's degree from an accredited college or university with a major field of study that provides expertise in applicable SINs and related to the contract tasking and five (5) years experience. Formal preparation may be in engineering, physics, business systems, a physical science, or a mathematics-intensive discipline. Associate's degree and an additional four (4) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Consultant II
Labor Category Description:
Functional Responsibility: Consults on the application of professional business systems support. Performs detailed analyses of business/mission areas and assists in strategic vision creation. Defines, analyzes and develops alternative solutions to business problems, using structured problem-solving frameworks and applying strong analytical and communication skills. Creates models of business and technology scenarios and assists in interpreting results. Performs economic analyses to assess the impact of reorganization initiatives. Evaluates requirements and analyzes and implements processes. Creates and administers project plans. Develops organizational metrics and various tools to facilitate and control project initiatives.
Minimum Experience: Two (2) years of relevant experience.
Minimum Education: Bachelor's degree in a project-related discipline such as business systems, computer science or information systems. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Draftsperson/Engineering Assistant*
Labor Category Description:
Minimum/General Experience: One (1) year of experience with computer-aided design (CAD) software and related drafting hardware and software.

Functional Responsibility: Prepares drawings from roughs provided by others into prescribed programs or databases using current technology equipment and software. Enters data using keyboard and related computer peripherals. Review entered data for accuracy.

Minimum Education: High school diploma and CAD courses and/or drafting courses from an accredited training institution and one (1) year experience.

*Subject to Service Contract Act

Labor Category Title: Editor
Labor Category Description:
Functional Responsibility: Suggests commercial print and non-print materials for teaching and learning activities based on broad knowledge of available resources. Prepares and reviews written materials, ensuring the correctness of basic grammar, sentence structure, punctuation, spelling, page organization and format. Edits and revises written text, per style manuals, ensuring consistency. Uses a computer to prepare and edit word processing documents and computer presentations and to develop and maintain databases, spreadsheets and project planning applications. Prepares written text using tables, columns and tabular data formats. Provides life-cycle management of curriculum.

Minimum Experience: Two (2) years of experience editing documents for style, format and content using the Government Printing Office Style Guide and/or the Chicago Manual of Style; extensive knowledge of grammar, punctuation and spelling; and the ability to use reference guides.

Minimum Education: Bachelor's degree in english or a related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Engineer/Analyst
Labor Category Description:
Minimum/General Experience: Four (4) years of increasingly complex and progressive experience in performing analysis, development, and implementation of engineering, mathematical, or scientific settings using a variety of engineering and technology resources. Demonstrated experience with current technologies and emerging technologies in the assigned SIN.

Functional Responsibility: Applies specifications for engineering applications or modifies and maintains existing applications using information supplied by others. Executes design, fabrication, testing, and documentation. Responsible for applications dealing with operation and maintenance routines, communication, networking, and related mathematical/scientific applications.

Licenses and Certifications: When called for by the order, must be a licensed engineer. When required, must be certified for specialized requirements cited in the order.

Minimum Education: Bachelor's degree from an accredited college or university and four (4) years experience. A curriculum of major field of study that provides substantial knowledge useful in managing large, complex engineering projects and is closely related to the work, and/or in a physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional two (2) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Engineer/Analyst, Junior
Labor Category Description:
Minimum/General Experience: Two (2) years of experience in performing development and implementation of business, mathematical, or scientific settings using a variety of engineering and technology resources. Demonstrated experience with current technologies and emerging technologies in the assigned SIN.

Functional Responsibility: Applies specifications for engineering applications or modifies and maintains existing applications under the immediate supervision of others. Executes design, fabrication, testing, and documentation development under the supervision of others.

Licenses and Certifications: When called for by the order, must be a licensed engineer. When required, must be certified for specialized requirements cited in the order.

Minimum Education: Bachelor's degree from an accredited college or university and two (2) years experience. A curriculum of major field of study that provides substantial knowledge useful in managing engineering and technical projects, and is closely related to the work, and/or in a physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional two (2) years relevant experience or a high school diploma and an additional six (6) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Engineer/Analyst, Senior
Labor Category Description:
Minimum/General Experience: Six (6) years of increasingly complex and progressive experience in performing systems analysis, development, and implementation of business, mathematical, or scientific settings using a variety of engineering or technology resources. Demonstrated experience with current technologies and emerging technologies, or demonstrated ability to provide long-term program planning, organization, management, and control. Demonstrated capability in the system analysis, planning, programming, budgeting, budget execution, administration, and management of complex programs. Ability to nurture an infrastructure that facilitates communication and cooperation between and among project personnel. Demonstrated ability to effectively communicate orally and in writing.
Functional Responsibility: Formulates and defines specifications for system design or modifies and maintains existing applications using engineering principles and standards. Executes design, fabrication, installation, testing, and documentation. Responsible for overall integration of sophisticated operation and maintenance routines, interdisciplinary networking, and advanced mathematical/scientific constructs. Instructs, directs, and checks the work of other task personnel. Responsible for quality assurance review and evaluation of existing and new designs and products, or serves as the manager and administrator for the project effort. Primary interface and point of contact with Government project representatives on project issues. Supervises by planning and directing project execution, and monitoring and reporting progress. Manages and controls financial and administrative aspects of the project with respect to order requirements.
Licenses and Certifications: When called for by the order, must be a licensed engineer. When required, must be certified for specialized requirements cited in the order.
Minimum Education: Bachelor's degree from an accredited college or university and six (6) years experience. A curriculum of major field of study that provides substantial knowledge useful in managing large, complex engineering or scientific projects and is closely related to the work, and/or a physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional two (2) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Financial Analyst, Senior
Labor Category Description:
Functional Responsibility: Performs analysis and develops rational solutions to complex financial, cost and organizational problems/issues. Performs cost/benefit analyses for planned and operational Government and military programs. Performs life-cycle cost estimates, maintains program Earned Work Values via cost analysis, and maintains contractor total program costs. Completely proficient in Windows®-based software tools, including Excel®. Capable of formatting and developing financial analysis tools to stated requirements using spreadsheet tools.
Minimum Experience: Four (4) years of experience.
Minimum Education: Bachelor's degree.

Labor Category Title: Functional Analyst, Senior
Labor Category Description:
Functional Responsibility: Provides consultation to customer to describe project phases and proposed system capabilities. Works with users to determine requirements. Participates in system design, test, documentation, and implementation phases. Leads phases of projects as appropriate. Provides ongoing consultative support to the customer. Assists marketing efforts for follow-on tasking. Provides support to proposal efforts. Provides guidance to less experienced Functional Analysts. Performs complex assignments with little guidance. Has latitude in completing broad objectives.
Minimum Experience: Eight (8) years of relevant experience.
Minimum Education: Bachelor's degree in computer or information science.

Labor Category Title: Graphic Artist*
Labor Category Description:
Functional Responsibility: Works with Technical Writers and analysts to prepare manuals, user's guides, and other technical documentation. Proficiency in one or more of the following areas is required: production of line art, mechanical drawings, illustrations, manipulation/modification of digital graphic images for training materials,

technical documentation, composition of web-sites, and interactive technical manuals. Proficient in the use of PC-based graphics and paint programs.

Minimum Experience: Five (5) years of experience.

Minimum Education: Typically requires a high school diploma plus specialized training to demonstrate the ability to successfully perform the job duties. A technical certificate from trade school, community college, or military experience is preferred.

*Subject to Service Contract Act

Labor Category Title: Information Systems Analyst

Labor Category Description:

Functional Responsibility: Receives guidance from senior-level managers and works independently to accomplish assigned tasks. Performs systems analysis of logistics, computer, communications and network systems. Supports the installation of computer operating systems, networks, logistics application software, and computer/network hardware. Provides hotline support to customers and possesses troubleshooting skills. Develops, implements and maintains systems and related policies and procedures designed to obtain, record and process company, segment or division information. Recommends, implements and plans for improvements, enhancements and new applications to the system. Provides retrieval ability to produce information for logistics analysis and decision-making statistical data and reports, as required. Maintains current awareness of trends in logistics management software developments.

Minimum Experience: Four (4) years of experience.

Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Instructional Designer

Labor Category Description:

Functional Responsibility: Designs and develops instructional material for customer training courses that support company technical products. Utilizes effective needs analysis, project management, course development, and evaluation skills. Independently develops entry- and advanced-level courses for both internal and external audiences. Utilizes multimedia technology and authoring tools. Assists in determining needs of the course and appropriate method of delivery.

Minimum Experience: Three (3) years of instructional design and/or technical writing experience.

Minimum Education: Bachelor's degree in education, instructional design, or a related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Instructional Developer

Labor Category Description:

Functional Responsibility: Designs, develops, produces and implements instruction in a systematic manner. Selects instructional media, materials and equipment to meet learning objectives. Plans, supervises and accomplishes production of all instructional materials. Identifies the relationship between training deficiencies and training system modification requirements. Creates training materials including tasks, learning objectives, format, organization, content, lesson maps, instructional strategies, methodologies, learning events and activities, test items, interface design and controls. Develops video and audio scripts, storyboards, graphics and data files. Develops lesson plans, exercise controller guides, on-the-job training handbooks and student materials including information sheets, diagram sheets, job sheets, assignment sheets, problem sheets and outline sheets. Plans, develops and reviews objectives, content, methods, resources and evaluation procedures in an unbiased way. Develops instruments to test student learning levels prior to start of course; measure cognitive, psychomotor and performance accomplishments during formative and summative evaluations; and test achievement at the end of a course of instruction. Develops testing plans, test administrator's guides and cross-reference lists of test items and related learning objectives. Assists in formative and summative evaluations and in applying the findings for improving training and instruction.

Minimum Experience: Three (3) years of experience performing all aspects of training system analysis and design, leading a multi-disciplinary training design implementation team.

Minimum Education: Bachelor's degree in education, psychology or instructional systems design. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Instructor, Senior
Labor Category Description:
Functional Responsibility: Acts as lead instructor in certified/customized and/or extended duration training engagements. Assumes primary responsibility for curriculum development and delivery. Consults with clients to determine needs and meets with clients on an ongoing basis throughout training program development. Works with supervisor to enhance program objectives and must identify classroom setup requirements. This position requires effective communication. May be certified to train in one or more product specialties. Works closely with the Project Manager and shares major responsibility in managing the training team and scheduling assignments. Performs tasks and analyses to determine resources needed and assists in scheduling resources.
Minimum Experience: Four (4) years of instructional experience in a pertinent area, especially overseeing the development and implementation of custom training curricula.
Minimum Education: Bachelor's degree in a related discipline.

Labor Category Title: Intelligence Training Specialist, Senior
Labor Category Description:
Functional Responsibility: Provides training to intelligence analysts that will improve their ability to collect, produce or disseminate intelligence data. Determines training requirements for specific job functions and develops training programs and training materials necessary for conducting the actual training. Conducts research necessary to develop and revise training courses, curriculum and training programs. Develops all course material such as course manuals, training aids, student texts and handouts. Provides classroom and on-the-job instruction and Computer-Based Training (CBT).
Minimum Experience: Twelve (12) years of relevant experience.
Minimum Education: Bachelor's degree in a related discipline.

Labor Category Title: Logistics Administrative Assistant*
Labor Category Description:
Functional Responsibility: Manages multiple projects and acts as an expert in at least one technical area or field. Provides administrative-type support to logistics, technical and management-level personnel. Plans and supports documentation development, project administration, program management, event administration, office relocation, mail services, record keeping, and data input. Prepares/edits textual material for logistics applications, inputs data to established databases/logistics models, prepares illustrations for logistics documentation, and coordinates meetings/schedules. Supports logistics business processes such as data entry, word processing and general clerical support. Conceives designs, creates layouts, coordinates illustrations and creative artwork for logistics publications, and translates facts and features of subject material into graphic terms that best convey intended meaning.
Minimum Experience: Four (4) years of experience.
Minimum Education: Typically requires a high school diploma plus specialized training to demonstrate the ability to successfully perform the job duties. A technical certificate from trade school, community college, or military experience is preferred.
*Subject to Service Contract Act

Labor Category Title: Logistics Analyst I
Labor Category Description:
Functional Responsibility: Receives guidance from senior-level managers and/or engineers. Works as part of a team to accomplish assigned tasks. Assesses/represents user logistics requirements to include preventive maintenance planning and documenting logistics plans, processes, procedures, analyses and periodic reports. Conducts field problem analysis, designs distribution plans, defines standard parts fielding packages, plans and executes Total Package Fielding to assure logistics support accompanies systems as they are fielded, develops/monitors logistics budgets, implements logistics systems, applies generic logistics processes to specific applications, and performs contingency planning and global resource identification for logistics sources/inventories/processes. Assists in developing maintenance, engineering and logistics support. Performs logistics analysis work that is intellectual in nature and requires knowledge of engineering, science or another discipline customarily acquired through specialized instruction and study.
Minimum Experience: Two (2) years of experience.

Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Logistics Analyst II
Labor Category Description:
Functional Responsibility: Receives guidance from senior-level managers and works independently to accomplish assigned tasks. Assesses/represents user logistics requirements to include preventive maintenance planning and documenting logistics plans, processes, procedures, analyses and periodic reports. Conducts field problem analysis, designs distribution plans, defines standard parts fielding packages, plans and executes Total Package Fielding to assure logistics support accompanies systems as they are fielded, develops/monitors logistics budgets, implements logistics systems, applies generic logistics processes to specific applications, and performs contingency planning and global resource identification for logistics sources/inventories/processes. Works directly with the customer in determining support requirements. Reviews field support requirements and recommends tools and test equipment. Thoroughly understands the application of logistics principles, concepts and standards. Oversees maintenance and maintainability demonstrations for customers. Prepares/reviews handbooks for technical adequacy. Assists in developing maintenance engineering and logistics support. Performs logistics analysis work that is intellectual in nature and requires knowledge of engineering, science or another discipline customarily acquired through specialized instruction and study.
Minimum Experience: Four (4) years of experience.
Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Logistics Analyst, Senior
Labor Category Description:
Functional Responsibility: Receives guidance from senior-level managers and works independently to accomplish assigned tasks. Assesses/represents user logistics requirements to include preventive maintenance planning and documenting logistics plans, processes, procedures, analyses and periodic reports. Conducts field problem analysis, designs distribution plans, defines standard parts fielding packages, plans and executes Total Package Fielding to assure logistics support accompanies systems as they are fielded, develops/monitors logistics budgets, implements logistics systems, applies generic logistics processes to specific applications, and performs contingency planning and global resource identification for logistics sources/inventories/processes. Develops logistics concepts, techniques and standards. Works directly with the customer in determining support requirements. Reviews field support requirements and recommends tools and test equipment. Thoroughly understands the application of logistics principles, concepts and standards. Oversees maintenance and maintainability demonstrations for customers. Prepares/reviews handbooks for technical adequacy. Assists in developing maintenance engineering and logistics support. Performs logistics analysis work that is intellectual in nature and requires knowledge of engineering, science or another discipline customarily acquired through specialized instruction and study.
Minimum Experience: Six (6) years of experience.
Minimum Education: Bachelor's degree.

Labor Category Title: Logistics Engineer I
Labor Category Description:
Minimum/General Experience: Four (4) years of experience in applied logistics, during which knowledge has been acquired in engineering support applications. Possesses knowledge of various logistical elements that contribute to integrated logistics support. Demonstrated ability to work with experts who contribute to the integrated logistics process and logistical systems development, specifically disciplines from engineering, physical sciences, operations research, system analysis, and computer sciences. Demonstrated experience in project planning and management of logistical systems acquisition and life-cycle support processes.
Functional Responsibility: Defines specifications for logistical system design or modifies and maintains existing applications using logistics engineering principles and standards. Executes design, fabrication, installation, testing, and documentation. Responsible for overall integration of logistics operation and support routines, interdisciplinary networking, and advanced mathematical/statistical constructs. Directs and checks the work of other task logistical personnel. Responsible for quality assurance review and evaluation of existing and new logistical designs and

products, or serves as the manager and administrator for the project logistical effort. Primary interface and point of contact with Government project representatives on project logistical issues. Supervises by planning and directing project logistical elements, and monitoring and reporting progress.

License and Certifications: When called for by the order, must be certified for specialized requirements cited in the order.

Minimum Education: Bachelor's degree from an accredited college or university and four (4) years experience. A curriculum or major field of study that provides substantial knowledge useful in managing large, complex logistic engineering or scientific projects, and is closely related to the work, and/or a logistics, statistics, physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional two (2) years relevant experience or a high school diploma and an additional six (6) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Logistics Engineer II
Labor Category Description:
Functional Responsibility: Manages multiple projects and acts as an expert in at least one technical area or field. Assesses/represents user logistics requirements to include preventive maintenance planning and documenting logistics plans, processes, procedures, analyses and periodic reports. Conducts field problem analysis, designs distribution plans, defines standard parts fielding packages, plans and executes Total Package Fielding to assure logistics support accompanies systems as they are fielded, develops/monitors logistics budgets, implements logistics systems, applies generic logistics processes to specific applications, and performs contingency planning and global resource identification for logistics sources/inventories/processes. Provides expert functional and technical support to top-level management to integrate the best industry practices and reduce risk in implementing new technologies, methods and processes, including expertise in one or more of the following: logistics systems, tools, assessments of existing supply chains, implementation and change strategies, life-cycle impact analyses, facility and location consolidations, and transportation modeling. Develops logistics concepts, techniques and standards. Works directly with the customer in determining support requirements. Reviews field support requirements and recommends tools and test equipment. Thoroughly understands the application of logistics principles, concepts and standards. Oversees maintenance and maintainability demonstrations for customers. Prepares/reviews handbooks for technical adequacy. Assists in developing maintenance, engineering and logistics support. Performs logistics analysis work that is intellectual in nature and requires knowledge of engineering, science or another discipline customarily acquired through specialized instruction and study.

Minimum Experience: Six (6) years of experience.
Minimum Education: Bachelor's degree.

Labor Category Title: Logistics Program Manager
Labor Category Description:
Functional Responsibility: Manages logistics programs to achieve technical, cost and schedule goals. Ensures system resources are used effectively. Responsible for overall management of major task projects and programs. Acts as an expert within the company and develops new applications based on professional principles and theories. Oversees and coordinates the operational aspects of ongoing projects and serves as liaison between project management and planning, project team, and line management personnel. Assesses project issues and develops resolutions to meet productivity, quality and client-satisfaction goals and objectives. Develops mechanisms for monitoring project progress and for intervention and problem-solving with project managers, line managers and clients.

Minimum Experience: Twelve (12) years of relevant experience with five (5) years in a management role.
Minimum Education: Bachelor's degree.

Labor Category Title: Logistics Support Specialist
Labor Category Description:
Functional Responsibility: Receives guidance from senior-level managers and/or engineers and works as part of a team to accomplish assigned tasks. Plans/reviews production processes to ensure compatibility with parts availability, reviews logistics modularity concepts for producibility, monitors procurement/production of items to ensure supportability/maintainability requirements are met.

Minimum Experience: Four (4) years of experience

Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Logistics Technician*
Labor Category Description:
Functional Responsibility: Supervises a team of logisticians through project completion. Employs methodologies for guiding others in problem resolution. Performs maintenance and other logistics functions on fielded systems; maintains inventory; prepares order quantities; tracks resupply activities; performs fleet planning, operation and maintenance; prepares materials for shipping; and provides technical oversight of maintenance operations (Functional area of application may require formal certification for technical inspectors.). Performs a variety of logistics functions that are broad in nature and include warehousing, packaging, shipping, and maintaining, repairing, and operating facilities and/or equipment including efforts involved in buying goods and services. Receives requests for purchase of parts or repair of materiel. Locates sources of supplies, requests quotes from vendors, evaluates bids, and selects the most qualified source. Issues purchase orders, tracks status, and expedites orders according to customer requirements. Communicates with customers in person, electronically or by telephone (Automated and Internet-based systems may be used for most functions.). Purchases machinery, equipment, tools, raw materials, packaging materials, parts, services and supplies necessary for operation of an organization. Compiles information on price trends and manufacturing processes. Confers with vendors and analyzes vendor operations to determine factors that affect prices and determines lowest cost consistent with quality, reliability and ability to meet required schedules. Reviews proposals, recommends suppliers, analyzes trends, places follow- up orders, verifies delivery, and maintains necessary records.
Minimum Experience: Six (6) years of experience.
Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.
*Subject to Service Contract Act

Labor Category Title: Logistics Technical Writer/Editor*
Labor Category Description:
Functional Responsibility: Researches, writes, edits and proofreads complex technical data for use in documents or sections of documents, such as manuals, procedures and specifications, to provide clients with information regarding technical areas in a less technical way. Determines the scope and timeline of new documentation projects in order to plan projects. Coordinates project plans, determines resources, etc. Interviews programmers, engineers, developers and other technical personnel. Reads previous documentation and design notes; uses computer-based training or company technical products to gather and research complex technical information for use in complex documentation; and writes, organizes, enters and compiles complex online help files to support end users.
Minimum Experience: Two (2) years of experience.
Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.
*Subject to Service Contract Act

Labor Category Title: Logistics Training Specialist
Labor Category Description:
Functional Responsibility: Manages multiple projects and acts as an expert in at least one technical area or field. Designs, implements, monitors and assesses processes to train maintainers and users of log systems/tools; implements logistics training designs, employing various modes of electronic, visual and hardcopy presentation; designs/produces aids for logistics training, including maintenance training devices and appropriate Commercial-Off-The-Shelf (COTS) devices. Develops student and instructor training material and instructs students using training devices, simulators or simulations. Provides technical direction in developing and conducting training programs.
Minimum Experience: Eight (8) years of experience.

Minimum Education: Typically requires an Associate's degree. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Management Analyst I
Labor Category Description:
Functional Responsibility: Supports program personnel, assisting in the analysis and design of complex integrated systems. Applies specifications for business applications or modifies and maintains existing applications using information supplied by others. Executes design, implementation, testing and documentation. Responsible for applications dealing with operation and management routines, communication, networking, and related mathematical/statistical applications. Assists in development of complex technical documentation and presentations; reviews technical documentation for completeness and conformity to requirements. Participates in systems design by performing research and evaluation, trade studies, technical and fiscal optimizations, reliability and maintainability evaluations, and performance predictions. Participates in systems development, to include planning, analysis, development, integration, testing and acceptance. Analyst responsibilities and expertise may apply to acquisition, budgeting, business systems, computer systems, financial analysis, functional analysis, information analysis, information assurance, intelligence, management, market analysis, operations and research, systems analysis, technical analysis, and program analysis.
Minimum Experience: Three (3) years of experience in the areas of strategic planning, systems analysis, systems acquisition, engineering, business process reengineering, information systems or program management.
Minimum Education: Bachelor's degree in statistics, business, management, management information technology, or a science-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Management Analyst II
Labor Category Description:
Functional Responsibility: Supports program personnel, assisting in the analysis and design of complex integrated systems. Applies specifications for business applications or modifies and maintains existing applications using information supplied by others. Executes design, implementation, testing and documentation. Responsible for applications dealing with operation and management routines, communication, networking, and related mathematical/statistical applications. Assists in development of complex technical documentation and presentations; reviews technical documentation for completeness and conformity to requirements. Participates in systems design by performing research and evaluation, trade studies, technical and fiscal optimizations, reliability and maintainability evaluations, and performance predictions. Participates in systems development, to include planning, analysis, development, integration, testing and acceptance. Works independently or under general direction on complex problems. Analyst responsibilities and expertise may apply to acquisition, budgeting, business systems, computer systems, financial analysis, functional analysis, information analysis, information assurance, intelligence, management, market analysis, operations and research, systems analysis, technical analysis, and program analysis.
Minimum Experience: Five (5) years of experience in the areas of strategic planning, systems analysis, systems acquisition, engineering, business process reengineering, information systems or program management.
Minimum Education: Bachelor's degree in computer or information science, mathematics, statistics, business, management, management information technology, or a science-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Management Analyst, Senior
Labor Category Description:
Functional Responsibility: Participates in the development of overall system concepts, designs and technical approaches to meet broad-based requirements and objectives. Performs research analysis and presents alternatives and recommendations. Provides technical and operational leadership of projects. Applies specifications for business applications and modifies and maintains existing applications. Executes design, implementation, testing and documentation. Responsible for applications dealing with operation and management routines, communication, networking and related mathematical/statistical applications. Directs and supervises junior-level staff, prepares complex technical documentation, conducts technical reviews, and delivers technical presentations. Directs and

performs top-level system analysis, performs trade studies, performs technical optimizations, develops high-level designs, and performs allocation of requirements. Directs and participates in all phases of system development with an emphasis on planning, analysis, integration, testing and acceptance. Analyst responsibilities and expertise may apply to acquisition, budgeting, business systems, computer systems, financial analysis, functional analysis, information analysis, information assurance, intelligence, management, market analysis, operations and research, systems analysis, technical analysis, and program analysis.

Minimum Experience: Eight (8) years of relevant experience in strategic planning, systems analysis, systems acquisition, engineering, finance, accounting, mathematics, education, psychology, business process reengineering, information systems or program management. Two (2) years of the foregoing experience shall have been as a team leader or supervisor.

Minimum Education: Bachelor's degree in statistics, business, management, management information technology, or a science-related discipline.

Labor Category Title: Operational Configuration Management Specialist
Labor Category Description:
Minimum/General Experience: Four (4) years of experience in applied Configuration Management, during which knowledge has been acquired in complex electronic system applications. Possesses knowledge of various logistical elements that contribute to integrated logistics support. Demonstrated ability to work with experts who contribute to the integrated logistics process and logistical systems development, specifically disciplines from engineering, physical sciences, operations research, systems analysis, and computer sciences. Demonstrated experience in project planning and management of Configuration Management elements and life-cycle support processes.

Functional Responsibility: Develops and implements configuration management plans and procedures. Develops and maintains configuration tracking records. Executes and manages physical configuration audits to monitor, evaluate, and substantiate integrated logistics support at current configuration levels. Executes modernization management controls to maintain integrated logistics support at the appropriate levels. Directs and checks the work of other task configuration personnel. Primary interface and point of contact with Government project representatives on project configuration issues. Supervises by planning and directing project configuration management elements, and monitoring and reporting progress.

Minimum Education: Bachelor's degree from an accredited college or university and four (4) years experience. A curriculum of major field of study that provides substantial knowledge useful in managing large, complex logistic engineering or scientific projects, and is closely related to the work, and/or a logistics, statistics, physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional two (2) years relevant experience or a high school diploma and an additional four (4) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Operational Logistics Support Specialist*
Labor Category Description:
Minimum/General Experience: Four (4) years experience in logistics support. Experience should include; configuration management of a modern, complex Government system, software configuration management, change control for a modern complex Government system, configuration and logistic baseline status accounting, and status accounting and auditing controls.

Functional Responsibility: Administers elements of the logistic process including configuration, software, change control, baseline status, and status accounting controls. Monitors and administers resources to ensure availability to meet system needs. Maintains currency and studies vendor logistic elements to determine which configuration best meet client needs.

Minimum Education: Associate's degree from an accredited institution in logistics, statistics, mathematics, engineering, or physical sciences. High school diploma and an additional two (2) years relevant experience may be substituted for the Associate's degree.
*Subject to Service Contract Act

Labor Category Title: Program Director
Labor Category Description:
Functional Responsibility: Monitors and reviews program to ensure that schedules are met, guidelines are adhered to, and outcome is of the highest quality. Directs and coordinates activities of personnel. Checks completed program data for accuracy and conformance with rules and regulations, and resolves inaccuracies as necessary. Establishes

work schedules and assigns work to staff members. Coordinates activities between personnel, departments, and customers. Performs personnel duties such as hiring staff and evaluating work performance. Evaluates program for suitability and assesses the need for changes, using current industry research and standards. Develops budget and monitors expenditures to ensure that they remain within budgetary limits.
Minimum Experience: Seven (7) years of relevant experience.
Minimum Education: Bachelor's degree in a related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Program Manager
Labor Category Description:
Functional Responsibility: Acts as the overall manager and administrator for the contract effort. Serves as the working-level primary interface and point of contact with customer's program authorities and representatives on program/project and contract administration issues. Supervises program/project operation by developing management procedures and controls, planning and directing project execution, and monitoring and reporting progress. Manages acquisition and employment of program/project resources. Manages and controls financial and administrative aspects of the program/project with respect to contract requirements.
Minimum Experience: Ten (10) years of relevant management/supervisory experience.
Minimum Education: Bachelor's degree in an engineering, scientific, technical or business management discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Program Manager, Senior
Labor Category Description:
Minimum/General Experience: Ten (10) years as the overall manager and administrator for a contract of equal size and complexity. Demonstrated ability to provide long-term program planning, organization, management, and control. Demonstrated capability in the system analysis, planning, programming, budgeting, budget execution, administration, and management of complex programs. Ability to nurture a consolidated and coordinated infrastructure that facilitates communication and cooperation between and among customer and contractor personnel. Demonstrated ability to effectively communicate orally and in writing.
Functional Responsibility: Serves as the overall manager and administrator for the contract effort. Primary interface and point of contract with Government program management representatives on program/project and contract administration issues. Supervises all projects by developing management procedures and controls, planning and directing project execution, and monitoring and reporting progress. Manages and controls all financial and administrative aspects of all projects with respect to contract requirements.
Licenses and Certifications: When called for by the order, must be a licensed engineer. When required, must be certified for specialized requirements cited in the order.
Minimum Education: Bachelor's degree in an engineering, mathematics, science, or management discipline from an accredited college or university and ten (10) years experience, or experience through an organizational position representative of a program manager for a program of the same complexity with an Associate's degree and an additional two (2) years of experience.

Labor Category Title: Program Specialist II
Labor Category Description:
Functional Responsibility: Provides program management support such as planning, scheduling, and coordinating activities for team(s) performing tasks as part of a larger program. Coordinates events, travel, and the flow of information between team members and other program personnel. Plans and maintains overall project and training schedules. Prepares reports, briefings, and meeting minutes and produces specific project deliverables.
Minimum Experience: Four (4) years of relevant experience.
Minimum Education: Bachelor's degree. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Project Director

Labor Category Description:
Functional Responsibility: Under limited supervision, responsible for all aspects of performance (i.e., technical, contractual, administrative and financial) of a project or set of projects within an overall program. Consults with the customer to ensure conformity to contractual obligations. 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 tasks. Assumes the initiative for and provides support to marketing personnel in identifying and acquiring potential business. Exercises independent judgment and a high level of analytical skill in solving complex and unusual technical, administrative and managerial problems. Provides overall direction of project activities.
Minimum Experience: Eight (8) years of experience providing management and technical direction of project personnel for multiple complex projects.
Minimum Education: Bachelor's degree in a project-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Project Manager
Labor Category Description:
Functional Responsibility: Responsible for all aspects of performance (i.e., technical, contractual, administrative and financial) of a specific project as part of a larger program effort. Consults with the customer to ensure conformity to contractual obligations. 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 tasks. Assumes the initiative for and provides support to marketing personnel in identifying and acquiring potential business.
Minimum Experience: Six (6) years of experience performing complex functional activities of projects and providing management and technical direction to personnel focusing on a particular project within a set of projects to support an overall program.
Minimum Education: Bachelor's degree in a project-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Quality Assurance Specialist
Labor Category Description:
Functional Responsibility: Provides technical and administrative direction for personnel performing development tasks, including the review of work products for correctness, adherence to design concept and user standards, and for progress in accordance with contract schedules. Coordinates with the program or project manager to ensure problem solution and user satisfaction. Provides guidance in the analysis, design, development and evaluation of multimedia training products. Makes recommendations and prepares milestone status reports.
Minimum Experience: Three (3) years of relevant experience.
Minimum Education: Associate's degree in education, computer science, information systems or other related discipline. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Script Writer
Labor Category Description:
Functional Responsibility: Creates narratives for audio recordings to be used for a variety of training presentations. Researches and organizes complex technical data in a manner that conveys the information for the greatest effect based on both the presentation technique and the target audience.
Minimum Experience: One (1) year of relevant experience. Two (2) years of additional experience in writing adult training programs. Must have the ability to effectively use specialized methods of presentation, various media, and audiovisual techniques.
Minimum Education: Bachelor's degree in journalism, creative writing, english or other related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Software Developer
Labor Category Description:
Minimum/General Experience: Three (3) years of experience in performing development and implementation of business, mathematical, or scientific settings using a variety of information technology resources. Demonstrated experience with current technologies and emerging technologies.
Functional Responsibility: Applies specifications for operating system applications or modifies and maintains existing applications under the immediate supervision of others. Executes coding, testing, debugging, and documentation development under the supervision of others.
Minimum Education: Bachelor's degree from an accredited college or university and three (3) years experience. A curriculum of major field of study that provides substantial knowledge useful in AIS projects and is closely related to the work to be automated, and/or in a computer science, information system, a physical science, engineering, or a mathematics-intensive discipline. Associate's degree and an additional four (4) years relevant experience or a high school diploma and an additional six (6) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Software Engineer
Labor Category Description:
Minimum/General Experience: Three (3) years of increasingly complex and progressive experience in performing analysis, development, and implementation of business, mathematical, or scientific settings using a variety of information technology resources.
Functional Responsibility: Applies specifications for operating system applications or modifies and maintains existing applications using information supplied by others. Executes coding, testing, debugging, and documentation. Responsible for applications dealing with the operating system, such as file maintenance routines, telecommunication networking, computer accounting, and mathematical/scientific software packages.
Minimum Education: Bachelor's degree from an accredited college or university and three (3) years experience. A curriculum or major field of study that provides substantial knowledge useful in automated information systems (AIS) projects, is closely related to the work to be automated, and/or in a computer science, information system, a physical science, engineering or a mathematics-intensive discipline. Associate's degree and an additional four (4) years relevant experience may be substituted for the Bachelor's degree.

Labor Category Title: Subject Matter Expert
Labor Category Description:
Functional Responsibility: Applicable functional areas include systems engineering, network engineering, acquisition management, business process reengineering, specialty engineering (e.g., communications, systems safety, quality assurance, test and evaluation, human factors, reliability and maintainability, systems security etc.), organizational planning, financial management, acquisition logistics, configuration and data information systems, and support or program management. Performs routine assignments on a broad range of tasks associated with the implementation of standard techniques, procedures and/or criteria as they apply to the technical or administrative discipline relating to the task. Using prescribed methods and information supplied, develops draft inputs to program documentation as it relates to any of the support functions. Reviews final draft documents for conformity to requirements and completeness. Organizes and maintains management files. Tracks preparation and delivery status of required deliverables. Attends meetings, design reviews, working groups and briefings. Reports issues and problems. Recommends solutions. May direct the activities of other personnel. Performs other related duties as assigned.
Minimum Experience: Five (5) years of experience in the field of specialized expertise.
Minimum Education: Associate's degree in an engineering, scientific, technical or business management discipline. A technical certificate from trade school, community college, or military experience and an additional two (2) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Task Manager
Labor Category Description:
Functional Responsibility: Forecasts budgets, employment levels, and performance metrics for project(s). Interfaces with the customer on high-level issues and business development opportunities. Conducts performance appraisals, participates fully in decisions related to employment, and counsels employees with regard to progressive

discipline. May manage through subordinate supervisors or leads. Responsible for managing large, complex task(s). Ensures tasks are completed on time and within budget. Develops plan for work efforts and assigns staff members. Tracks performance against quality standards. Develops objectives and presents them to management for review and approval. Acts as primary point of contact with the customer on issues related to the task. Briefs customer and management on task status and budget. Performs complex responsibilities with considerable latitude. Interprets management initiatives and sets goals and objectives for group.

Minimum Experience: Ten (10) years of project management experience.

Minimum Education: Bachelor's degree in a project-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Technical Training Specialist*
Labor Category Description:
Minimum/General Experience: Four (4) years of experience in applied educational and/or training experience with specialized knowledge in instructional systems development (ISD) and training systems applications. Possesses knowledge of various scientific and engineering fields which contribute to training material analysis and development, specifically engineering, physical sciences, operations research, systems analysis, and computer sciences.

Functional Responsibility: Develops course materials including computer-based training (CBT) using ISD principles. Provides guidance to project personnel in selected areas of training systems development, training research, and human factors. Where appropriate, serves as a team leader and principal investigator for ISD support projects involving training systems analysis. Serves as a quality assurance specialist/consultant in support of ISD support projects.

Minimum Education: Bachelor's degree in instructional technology, or educational, industrial, or experimental psychology from an accredited college or university. Associate's degree and an additional two (2) years related experience or a high school diploma and an additional four (4) years related experience may be substituted for the Bachelor's degree.
*Subject to Service Contract Act

Labor Category Title: Technical Typist/Graphic Artist
Labor Category Description:
Minimum/General Experience: Three (3) years of technical typing or graphic artist experience for complex digital systems or digitally supported systems.

Functional Responsibility: Defines the layout needed to best present information. Works with technical writer and others to organize technical and operating information. Types and proofreads the theory of operation, operation procedures, troubleshooting logic, troubleshooting charts, and other related information. Prepares graphics and works with technical personnel to ensure work is accurate.

Minimum Education: High school or college coursework in graphic arts or technical typing and three (3) years experience.

Labor Category Title: Technical Writer*
Labor Category Description:
Functional Responsibility: Under general supervision, develops, writes, revises and edits reports, articles, manuals, specifications, presentation materials and other technical documents. Uses rough outlines and resource materials and interprets information obtained through research or provided by technical specialists. Applies knowledge of documentation content and format standards to prepare, edit and publish technical materials.

Minimum Experience: Three (3) years of relevant experience.

Minimum Education: Bachelor's degree in an english, journalism or a science-related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.
*Subject to Service Contract Act

Labor Category Title: Technical Writer/Editor
Labor Category Description:

Minimum/General Experience: Four (4) years of technical writing or editing experience for complex technical systems or systems support.
Functional Responsibility: Analyzes and defines the structure needed to best present information. Collaborates with analysts and engineers to gather technical and operating information. Writes and edits the theory of operation, operation procedures, troubleshooting logic, troubleshooting charts, and other related information. Prepares draft graphics and works with technical typist to ensure work is accurate.
Minimum Education: Associate's degree in technical writing or related field and four (4) years experience. High school diploma and an additional two (2) years relevant experience may be substituted for the Associate's degree.

Labor Category Title: Technical Writer/Editor, Senior
Labor Category Description:
Functional Responsibility: Independently accomplishes complex requirements. Consults with customer or technical staff to determine most appropriate schedule of deliverables and objectives for large technical writing projects. Researches technical concepts. Creates new or modifies existing technical documents that are complex in nature. Edits documents and ensures that standards of quality, format and style are met. Coordinates large production efforts. Performs complex assignments with little guidance. Has latitude in completing broad objectives.
Minimum Experience: Six (6) years of relevant experience.
Minimum Education: Bachelor's degree in an english, journalism or a science-related discipline.

Labor Category Title: Technician*
Labor Category Description:
Minimum/General Experience: Five (5) years of increasingly complex and progressive experience in building, supporting, and maintaining products and processes in engineering, or scientific settings using a variety of engineering and technology resources. Demonstrated experience with current technologies and emerging technologies.
Functional Responsibility: Fabrication and maintenance in support of engineering designs, modifications, or maintenance of existing applications using information supplied by others. Executes designs through fabrication, testing, and documentation. Operates and maintains assigned systems and equipment.
Minimum Education: Technical or military courses with a curriculum that provides substantial knowledge useful in supporting large, complex engineering projects and is closely related to the work, and/or in a physical science, engineering, or a mathematics-intensive discipline and five (5) years experience. High school diploma and an additional two (2) years relevant experience may be substituted for the Technical certificate.
*Subject to Service Contract Act

Labor Category Title: Training Instructor
Labor Category Description:
Functional Responsibility: Develops and conducts training programs for employees of industrial, commercial, service or government establishments. Confers with management to gain knowledge of work situations requiring training to give employees a better understanding of changes in policies, procedures, regulations, technologies, etc. Formulates teaching outlines and determines instructional methods, utilizing knowledge of specified training needs and effectiveness of such methods as individual training, group instruction, lectures, demonstrations, conferences, meetings and workshops. Conducts training sessions covering a variety of topics. Selects or develops teaching aids, such as training handbooks, demonstration models, multimedia visual aids, computer tutorials and reference works. Tests trainees to measure progress and to evaluate effectiveness of training.
Minimum Experience: Four (4) years of experience in instructional presentation techniques.
Minimum Education: Bachelor's degree. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Training Manager
Labor Category Description:
Functional Responsibility: Performs tasks and analyses to determine resources needed. May direct work of programming staff to complete required program assignments. Works closely with instructors. Consults with clients to identify specific client training requirements. Develops and/or customizes standard course offerings, including Application Process Instruction (API), to meet client requirements. Identifies alternatives, develops

recommendations and prepares reports. Assumes primary responsibility for curriculum development and delivery. Consults with clients to determine needs and meets with clients on an ongoing basis throughout training program development.

Minimum Experience: Four (4) years of relevant experience, especially overseeing the development and implementation of custom training curricula.

Minimum Education: Bachelor's degree in a related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Training Specialist
Labor Category Description:
Functional Responsibility: Prepares and modifies training materials. Trains personnel through formal classroom courses, workshops and seminars. Develops computer-based training materials and courses.

Minimum Experience: Four (4) years of relevant experience.

Minimum Education: Bachelor's degree in a related discipline. A technical certificate from trade school, community college, or military experience and an additional six (6) years of relevant experience to demonstrate the ability to successfully perform the job duties can be accepted in lieu of degree.

Labor Category Title: Word Processor*
Labor Category Description:
Functional Responsibility: Prepares and reviews written materials, ensuring that basic grammar, sentence structure, punctuation, spelling, page organization and format are correct. Edits and revises written text, per style manuals, to ensure consistency. Uses the computer to prepare and edit word processing documents and computer presentations and to develop and maintain databases, spreadsheets and project-planning applications. Prepares written text using tables, columns and tabular data formats. Prepares instructional materials, packages items needed for instructional programs, and installs and maintains equipment. Handles project-related office and clerical work for Instructional Systems Design (ISD) projects including typing, maintaining correspondence, filing, ordering materials, preparing reports, duplicating and labeling materials.

Minimum Experience: Two (2) years of experience using word processing equipment and computers to produce a variety of documents with various software programs; a basic knowledge of grammar, punctuation, and spelling and the ability to use reference guides and software manuals are required.

Minimum Education: High school diploma plus specialized training to demonstrate the ability to successfully perform the job duties. A technical certificate from trade school, community college, or military experience is preferred.

*Subject to Service Contract Act

Training Course Descriptions

Training Course Title: Leadership Challenge Program-Beginnings (LCP-B)
Course Description:
LCP-B is targeted to assist new hires for a smooth acclimation into the workforce. Focus is on the "big picture" of three consistent challenges faced by professionals:
- Requirements versus Available Resources
- Responsibility, Accountability and Authority
- Organizational Posture

The program goal is to mitigate frustration and misunderstanding by helping attendees take stock of who they are and where they might fit into the system. While the emphasis of this seminar is on the individual, we introduce the concept of what traits and characteristics are important to become an effective follower, primarily to establish a baseline for their expectations of others as well as themselves. We also provide them with some basic "rules of engagement" to give the participants an idea of social, cultural and legal expectations in the workplace. The "Surviving the Workplace" module highlights perceptions other generations may have about dress, communication, and basic behavior through a series of "mentoring" "do's and don'ts" and understanding generational perceptions. LCP-B provides a solid foundation, common language and common expectations for both LCP-I and, eventually, LCP-II.

Course Objectives:

- Introduce awareness of individual leadership strengths, weaknesses, preferences, styles and behaviors
- Identify preferred styles for approaching leadership in individual and team settings
- Identify and understand key organizational issues that impact the organization's performance
- Identify multigenerational and cross-cultural environments

Length of Course: 1 ½ Day Course (12 in-residence hours)
Minimum/Maximum Number Participants: 24/30
Price Per Participant Above Minimum: $699.42
Support Materials:
- Instruments:
  o Myers-Briggs Type Indicator® (MBTI®)
  o Fundamental Interpersonal Relations Orientation-Behavior® (FIRO-B®)
  o Thomas-Kilmann Conflict Mode Instrument (TKI)
- Other:
  o Introduction to Type®
  o Introduction to FIRO-B®
  o Tailored Course Workshop Materials

Title: Leadership Challenge Program-Level I (LCP-I)
Course Description:
LCP-I is targeted toward those individuals who are assuming new leadership positions and need to begin to deal with others rather than just themselves. LCP-I is based on raising self-awareness and doing something about that newfound self-awareness. Participants are encouraged to realize that building self-awareness provides a better understanding of their individual level of leadership ability, with intent to improve individual and group performance. Becoming self-aware of individuals' strengths, weaknesses and abilities through comprehensive, guided self-assessment is the foundation for building or enhancing good leadership skills. LCP-I focuses on the individual with emphasis on who they are, their behavioral preferences and leadership tendencies and if those preferences work for them now and for the long term. A model for understanding the dynamics of leadership is presented with facilitated participant understanding of how a variety of psychological instrument results indicate how an individual approaches leadership challenges in a variety of scenarios. Participants complete five credentialed assessments prior to and during class, that will be introduced during key segments of the course, to provide personal insight on how each individual is unique and how we apply our uniqueness to multiple leadership development applications. LCP-I is targeted to those in an organization who are in first-level leadership.
Course Objectives:
- Develop an awareness of individual leadership strengths, weaknesses, preferences, styles and behaviors
- Learn a model for understanding and appreciating leadership challenges
- Assess and understand preferred styles for approaching leadership in individual and team settings
- Experience leadership styles in a work group activity with a shared and executable vision
- Identify and understand key organizational cultural traits that impact the organization's performance
- Develop an awareness and appreciation for multigenerational and cross-cultural environments
- Create a list of attainable goals and practical strategies to reach them, and appreciate the concept of life-long learning

The program utilizes on-line standardized psychological assessment instruments to evaluate and guide students, support manuals for each of the psychological assessment instruments, and an overall course manual with handout materials.
Length of Course: 2 ½ Day Course (20 in-residence hours)
Minimum/Maximum Number Participants: 24/30
Price Per Participant Above Minimum: $1604.55
Supporting Materials:
- Instruments:
  o Myers-Briggs Type Indicator® (MBTI®)
  o Fundamental Interpersonal Relations Orientation-Behavior® (FIRO-B®)
  o Thomas-Kilmann Conflict Mode Instrument (TKI)
  o Decision Style Profile® (DSP®)
  o Change Style Indicator® (CSI®)
- Other:

- o Cascades Survival Situation ™
- o Introduction to Type®
- o Introduction to FIRO-B®
- o Introduction to Conflict Management
- o Tailored Course Workshop Materials

Title: Leadership Challenge Program-Level II (LCP-II)
Course Description:
LCP-II is targeted toward those in the organization who have risen to lead larger organizations and staff functions. This seminar focuses on the major challenge for new organizational leaders: to incorporate individual talents into a cohesive work force. To be prepared to do so, they need to understand the motivations, needs and interest of other people. Rather than trying to provide prescriptive answers to the management problem of the moment, this seminar will help prepare participants who already have significant challenges in an organization facing change. The goal is to bring each participant to a heightened self-awareness for better understanding and appreciation of different cultures, and to promote a willingness to build intrinsic and extrinsic value in their organization. Participants complete six credentialed assessments prior to and during class, that will be introduced during key segments of the course, to provide personal insight on how each individual is unique and how we apply our uniqueness to multiple leadership development applications. Included in the LCP-II is the Campbell™ Leadership Index (CLI®) – a comprehensive 360° feedback assessment. LCP-II is targeted to those in an organization who are in a group level of leadership and are now being asked to manage an organization.

Course Objectives:
- Reinforce and heighten an awareness of leadership strengths, weaknesses, preferences, styles and behaviors
- Gain deeper insight into how personal style and preference impact individual, team and organizational performance
- Gain an understanding of the dynamics of conflict by learning to identify its nature, sources and techniques to influence the outcome, especially in cross-cultural environments
- Improve group communication and develop strategies to lead organizational transformation, across multigenerational and cross-cultural environments (to include joint, interagency and multinational)
- Explore how collaboration and effective peer relationship strengthens coherent strategies and organizational success with a shared and executable vision
- Create a list of attainable goals and practical strategies to reach them and continue to appreciate life-long learning

The program utilizes on-line standardized psychological assessment instruments to evaluate and guide students, support manuals for each of the psychological assessment instruments, and an overall course manual with handout materials.

Length of Course: 2 ½ Day Course (20 in-residence hours)
Minimum/Maximum Number Participants: 24/30
Price Per Participant Above Minimum: $1892.54
Supporting Materials:
- Instruments:
  - o Myers-Briggs Type Indicator® (MBTI®)
  - o Fundamental Interpersonal Relations Orientation-Behavior® (FIRO-B®)
  - o Thomas-Kilmann Conflict Mode Instrument (TKI)
  - o Influence Style Indicator™ (ISI)
  - o Change Style Indicator® (CSI®)
  - o Campbell™ Leadership Index (CLI®)
- Other:
  - o Earthquake Survival Situation™
  - o Introduction to Type®
  - o Introduction to FIRO-B®
  - o Introduction to Conflict Management
  - o Tailored Course Workshop Materials

Title: Leadership Challenge Program-Level III (LCP-III)
Course Description:

LCP-III is targeted toward those in the organization who will be asked to provide vision for large organizations, mentor and coach employees to rise to leadership positions, and have completed an earlier version of LCP as a building block for this seminar. LCP-III is an opportunity for further sequential development of leadership skills in areas not included in LCP-I or LCP-II. Unlike the previous programs, attendance at LCP-III is contingent upon completion of LCP-II. Attendees must have had at least one year of leadership experience prior to attending LCP-III. The goal of this seminar is to reinvigorate past LCP participants. Attendees will review and analyze interrelationships using the core Emotional Intelligence (EI) focus and integrated instrumented feedback. They will learn to understand and further develop their coaching and mentoring skills by practical application of "how to" elements. This seminar will help to continue the development of a senior workforce that supports the role of the leader as: a prominent risk taker accountable for their actions; an innovator; and an enabler and proactive advocate for people. Participants complete two new credentialed assessments, prior to and during class, that will be introduced during key segments of the course. These assessments will provide insight as to their ability to work within the context of large organizations. Included in the LCP-III is a "retake" of the Campbell™ Leadership Index (CLI®) – a comprehensive 360° feedback assessment to compare an earlier set of results. LCP-III is targeted to those in an organization who are in a large-group leadership position. They are now being asked to provide vision for an organization.

Course Objectives:
- Reinvigorate past participants with review and analysis of the interrelationships among the core Emotional Intelligence (EI) focus of LCP through instrumented feedback [Myers-Briggs Type Indicator® (MBTI®), Change Style Indicator® (CSI®), Fundamental Interpersonal Relations Orientation Behavior® (FIRO-B®), and CLI®]
- Explore and understand visible changes in leadership behaviors by analyzing results from a new administration of the CLI®
- Inculcate characteristics of what it takes to successfully deliver and receive feedback
- Understand and further develop coaching and mentoring skills by a practical application of "how to" elements
- Understand and apply knowledge required for leaders to understand the complexity and opportunity to lead in organizational cultures that can include personnel from operational, civilian, inter-service, and inter-agency organizations
- Continue to develop a senior workforce that supports the role of the leader as: a prominent risk taker accountable for their actions; an innovator; and an enabler and proactive advocate for people

The program utilizes on-line standardized psychological assessment instruments to evaluate and guide students, support manuals for each of the psychological assessment instruments, and an overall course manual with handout materials.

Length of Course: 2 ½ Day Course (20 in-residence hours)
Minimum/Maximum Number Participants: 24/30
Price Per Participant Above Minimum: $1939.72
Supporting Materials:
- Instruments:
  o Campbell™ Leadership Index (CLI®)
  o Workplace Engagement Profile (WEP)
  o Decision Style Profile® (DSP®)
  o Influence Style Indicator™ (ISI)
- Other:
  o FYI For Your Improvement™, 5th Edition, Robert W. Eichinger, Ph.D. and Michael M. Lombardo, Ed. D.
  o Tailored Course Workshop Materials

Training Course Pricing Notes:
- Pricing does not include travel, lodging, meals, or meeting location (facility) costs.
- Pricing assumes that a maximum of 30 students will attend training.