

U.S. General Services Administration Schedule Contract

Federal Supply 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 deliver order are available through *GSA Advantage!*, a menu-driven database system. The INTERNET address *GSA Advantage!* is: www.GSAAdvantage.gov.

FSC 541: Advertising and Integrated Marketing Solutions

Contract No. GS-23F-0175K
Special Item Numbers:

541-1: Advertising Services
541- 4A: Market Research and Analysis
541-1000: Other Direct Costs

(For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at www.fss.gsa.gov).



Contract Holder

Contract Period: April 1, 2000 - February 28, 2010

The Cadmus Group, Inc.

Headquarters: 57 Water St., Watertown, Massachusetts 02472
Phone: (617)673-7000; FAX: (617) 673-7001
E-Mail: chris.hitchcock@cadmusgroup.com
Web: www.cadmusgroup.com

Business Size: Other than small

Other Main Offices: Arlington, VA • Helena, MT • Los Angeles, CA

Pricelist current as of October 2009

Customer Information

◆ Information for Ordering Offices ◆

1a. Awarded Special Item Numbers

SIN 541-1: Advertising Services

SIN 541-4A: Market Research & Analysis

SIN 541-1000: Other Direct Costs

1b. Pricing Data

See Attachment B.

1c. Hourly Rates

See Attachment B.

2. Maximum Order

There is no overall limitation on the size of any order under this contract. To assist customer agencies in determining whether they should seek a price decrease, a level called a “maximum order” has been established under this contract. For this contract, that amount is \$1,000,000. When an agency order exceeds this amount, it is recommended that the ordering activity contact the contractor for a reduced price.

3. Minimum Order

The minimum acceptable order will be \$100.

4. Geographic Coverage (delivery area)

Worldwide

5. Point(s) of Production

Watertown, MA

Arlington, VA

Helena, MT

Los Angeles, CA

6. Discount from List Price or Statement of Net Price

None.

7. Quantity Discounts

Negotiable.

8. Prompt Payment Terms

None.

9a. Government Commercial Credit Card Accepted at or Below Micro-Purchase Threshold

Will be accepted by Cadmus. (Also see 17, below.)

9b. Government Commercial Credit Card Accepted or not Accepted Above Micro-Purchase Threshold

Will be accepted by Cadmus. (Also see 17, below.)

10. Foreign Items

N/A

11a. Time of Delivery

Cadmus will strive to respond to all inquiries within 1 day of receipt, but always within 5 days. The establishment of a date for the delivery of services will be by mutual agreement between the ordering activity and Cadmus.

11b. Expedited Delivery

Items available for expedited delivery are noted in our price list.

11c. Overnight and 2-day Delivery

These delivery options are available. Schedule customers may contact Cadmus for rates for overnight and 2-day delivery.

11d. Urgent Requirements

For **urgent requirements**, Cadmus will make every effort to respond in the shortest time possible. See also, I-FSS-140B Urgent Requirements clause (JAN 1994).

12. F.O.B. Point

Destination

13a. Ordering Address

The Cadmus Group, Inc.
Attn.: Contracts Dept. (Chris Hitchcock)
57 Water St.
Watertown, MA 02472
Telephone: (617) 673-7000
Fax: (617) 673-7001
E-mail: chris.hitchcock@cadmusgroup.com

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

Payment should be forwarded to the following address:

The Cadmus Group, Inc.
Attn.: Accounts Receivable
57 Water St.
Watertown, MA 02472

Government Commercial Credit Cards will be acceptable for payment. In addition, bank account information for wire transfer payments will be shown on the invoice.

15. Warranty Provision

N/A

16. Export Packing

N/A

17. Terms and Conditions of Government Commercial Credit Card

No special terms and conditions.

18. Terms and Conditions of Rental, Maintenance, and Repair

N/A

19. Terms and Conditions of Installation

N/A

20. Terms and Conditions of Repair Parts

N/A.

20a. Terms and Conditions for Any Other Service

No special terms and conditions.

21. List of Service and Distribution Points

N/A

22. List of Participating Dealers

N/A

23. Preventive Maintenance

N/A

24a. Special Attributes

N/A

24b. Section 508 Compliance

Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and can be found at www.cadmusgroup.com/accessibility.html.

25. Data Universal Number System (DUNS) Number

10-116-3731

26. Central Contractor Registration (CCR)

The Cadmus Group, Inc. is registered in the CCR database.

Attachment A

Scope of Work for Services Offered Under Cadmus' Advertising and Integrated Marketing Solutions Contracts

The broad sweep of our Advertising and Integrated Marketing Solutions contracts with GSA enables us to provide a wide range of related services to clients in all three branches of the Federal Government. For example, we can help clients identify and reach target audiences to increase their awareness of client products, services, and issues. Under this contract, we can provide the following types of service:

SIN 541-1 Advertising Services

Cadmus provides services that promote public awareness and public education of Federal Government programs and services. We can also provide outdoor marketing services that will promote agencies' marketing, media, and public information efforts. The types of services we provide include, but are not limited to, pamphlets, magazines, booklets, brochures, leaflets, newsletters, newspaper advertisements, and catalogs. As required by our clients, we can construct, repair, and maintain displays. These types of services may include, but are not limited to, providing painted or electronic displays, posters, billboards, banners, bulletins, tear cards, balloons, skywriting, and bumper stickers. Novelty items such as key chains are included along with other miscellaneous business services not elsewhere classified. Sites locations may include, but are not limited to, all manner of transit such as buses to include exterior and interior panels, train and subway stations, taxi tops, truck trailers, and airport displays and kiosks.

SIN 541-4A Market Research and Analysis

Cadmus reviews, revises, and develops, as required, customized strategic marketing plans that formulate short- and long-range goals to increase public awareness of products, services, and issues. We identify the best target audience or work with a target audience indicated by the client. In addition, we establish measurable marketing objectives, determine market trends and conditions, identify appropriate strategies, and recommend tactics to meet those objectives. Besides identifying and analyzing market trends, we can provide other types of services including, but not limited to, conducting focus groups, telemarketing, individual interviews, preparing and distributing surveys, and compiling and analyzing results. We can also establish call centers to provide information to the public via inbound toll-free telephone service as well as outbound telemarketing services.

Attachment B
Cadmus' GSA Professional Services Rates
for Advertising & Integrated Marketing Solutions

Option Year 5 runs from March 1, 2009 to February 28, 2010. Note: All Other Direct Costs will be burdened with Cadmus' normal indirect burden.

| Special Item Numbers 541-4A and 541-1 | |
|--|---|
| Labor Category* | Govt. Hourly Rate Option Period Year 5 |
| Research Analyst | \$54.66 |
| Analyst I | \$56.76 |
| Analyst II | \$60.97 |
| Analyst III | \$69.37 |
| Associate I | \$73.58 |
| Associate II | \$88.30 |
| Associate III | \$100.91 |
| Sr Associate I | \$105.11 |
| Sr Associate II | \$121.93 |
| Sr Associate III | \$142.95 |
| Principal I | \$151.37 |
| Principal II | \$180.79 |
| Sr Managing Consultant | \$210.23 |
| Executive Consultant | \$231.25 |
| Sr Executive Consultant I | \$241.80 |
| Sr Executive Consultant II | \$322.40 |
| Administrative Support I | \$50.46 |
| Administrative Support II | \$92.50 |

* All services are available for expedited delivery.

The Cadmus Group, Inc.
FSC 541: Advertising and Integrated Marketing Solutions
Contract No. GS-23F-0175K
Special Item Number 541-1000: Other Direct Costs

Our labor rates do not include other direct costs associated with the services provided. These non-labor costs are listed below. Note: All Other Direct Costs will bear Cadmus' applicable indirect rates.

The cost below are the maximum costs that we reasonably expect to incur. Agency orders may alter the type, quality, and timing of each component and thus result in a lower or higher price for specific requirements. Based on the specific task identified at the Task Order level, Cadmus will propose other direct costs that accurately reflect the actual work required. If a specific task order requires other direct costs that exceed the amounts shown below, or require items not included in the following list, a modification to this contract will be required. (With appropriate documentation, GSA Schedule contracts may be modified at any time to add a new ODC as appropriate to respond to a task order. ODCs not approved on schedule may not be included as part of a GSA Schedule order.)

| Item | Unit | Cost Per Unit |
|--|--|----------------------|
| Advertising and Outreach, Production | | |
| Public Service Announcement, Television | Per PSA (60-sec) | \$557,000.00 |
| Industrial/Instructional Video Production | Per project (up to 5 30-min. modules) | \$115,995.00 |
| B-roll | Per production | \$12,819.05 |
| Audio News Release | Per ANR | \$7,500.00 |
| Videography | Per day (2-person crew, video tape only) | \$1,350.00 |
| Onsite photographic services | Per half day | \$1,260.00 |
| Satellite Media Tour | Per 3-hour tour | \$12,175.00 |
| Audio Media Tour | Per 3-hour tour | \$7,500.00 |
| Podcast | Per podcast (per 3 episodes, 30 | \$4,486.40 |
| Display booth | Per booth | \$13,500.00 |
| Promotional Items (i.e., give-aways) | Per item (minimum of 100 items) | \$25.00 |
| Yard or street signs (incl. shipping & hardware) | Per sign (based on order of 5,000) | \$18.21 |
| Specialty pocket folders | Per 1,000 folders | \$1,420.00 |
| Signage, standard | Per sign (up to 40" x 60") | \$287.14 |
| Museum quality signage | Per sign | \$2,540.00 |
| Vinyl or cloth banners | Per unit | \$680.00 |

The Cadmus Group, Inc.
FSC 541: Advertising and Integrated Marketing Solutions
Contract No. GS-23F-0175K
Special Item Number 541-1000: Other Direct Costs

| Item | Unit | Cost Per Unit |
|--|---|--------------------|
| Advertising and Outreach, Distribution | | |
| Dubbing | Per 5 encoded beta dubs | \$475.00 |
| Digital imaging | Per 2-hour event | \$201.50 |
| Advertising and Outreach, Web | | |
| Web hosting | Per month | \$575.00 |
| URL registration | Per URL (5-year registration) | \$100.00 |
| URL forwarding service | Per URL, per year | \$12.00 |
| Keyword Search Campaign | Per campaign | \$20,000.00 |
| SSL Certificate for Meeting Registrations, etc. | Per year | \$169.00 |
| Advertising and Outreach, Media Buy | | |
| Print | Per placement | \$411,000.00 |
| Online media buy | Per placement | \$60,000.00 |
| Outdoor advertising (e.g., billboards, busses) | Per venue, per month | \$8,000.00 |
| Media Analysis and Assessment | | |
| Video Monitoring | Per segment | \$110.00 |
| Print clip analysis (fixed cost per month) plus print clip analysis (add'l cost per clip) | Per month Per clip | \$313.33 \$2.47 |
| Clip recycling services | Per 95 gal bin | \$55.00 |
| Nielson | Per month | \$1,926.00 |
| Lexis/Nexis | Per month | \$232.73 |
| Post to Web | Per month | \$1,220.00 |
| Reports | Per report | \$14,900.00 |
| Events, Conferences, and Representation | | |
| Conference registration | Per registration | \$2,200.00 |
| Required membership | Per membership | \$4,000.00 |
| Conference sponsorship | Per conference | \$15,616.25 |
| Meeting Space | Per day | \$2,500.00 |
| AV equipment, rental | Per day | \$4,530.67 |
| Exhibition space | Per booth (up to 10' x 10') | \$3,407.90 |
| Full exhibit system | Per conference (up to 20' x 20' exhibit) | \$23,353.00 |
| On- or off-site storage | Per sq. ft. | \$25.00 |

The Cadmus Group, Inc.
FSC 541: Advertising and Integrated Marketing Solutions
Contract No. GS-23F-0175K
Special Item Number 541-1000: Other Direct Costs

| Item | Unit | Cost Per Unit |
|--|-------------------------|----------------------|
| Report and Document Development and Production | | |
| Duplication, In House | Per page | \$0.07053 |
| Specialized document production or duplication | Per page | \$1.78 |
| Collating and binding print materials | Per document | \$5.49 |
| Trimming of print materials or other special | Per cut | \$1.49 |
| Stock icon | Per icon | \$300.00 |
| Original artwork | Per custom illustration | \$2,500.00 |
| Royalty-free photograph purchase | Per photo | \$495.00 |
| Frames for certificates | Per frame | \$15.00 |
| Communication and Collaboration | | |
| Telephone usage | Per labor hour | \$0.7053 |
| Telephone usage, off-site locations | Per month | \$199.00 |
| Computer usage | Per labor hour | \$2.02 |
| Audio, Video & Web-Conference Services | Per minute, per caller | \$0.37625 |
| Email distribution services (< 10,000 emails/ yrs. Add'l emails are \$.004/email address) | Per yr | \$1,700.00 |
| Delivery, U.S. Postal Service | Per piece | iaw USPS rates |
| Delivery, Commercial Express Mail (Federal) | Per piece | iaw GSA rates |
| Courier Services | Per delivery, one way | \$69.00 |

Cadmus Labor Category Descriptions

RESEARCH ANALYST

Typical duties and responsibilities

Performs a variety of tasks that may involve data collection, research, or quantitative or qualitative analysis, primarily to provide input for use in clients' significant environmental and energy policy decisions. Provides logistical and administrative support activities for projects, contracts, and/or proposals. Applies basic research techniques and work skills with timeliness and quality assurance. Solid writing and communications skills are expected.

Direction received

Receives direction on task approaches and expected results. Performs most work with minimum supervision. Work requires consistent exercise of discretion and independent judgment. Work is reviewed for technical adequacy and conformance with instructions.

Responsibility for the direction of others

Limited. May coordinate the activities of peers on discrete tasks of limited scope.

Minimum education/degree, years of experience

Bachelor's degree and 0 years of experience

ANALYST I

Typical duties and responsibilities

Performs data collection, research, and analyses. Provides logistical, organizational, and administrative support to projects, contracts, and/or proposals. Applies experience and understanding of technical or administrative aspects of public policy, or private sector projects, to tasks that are varied and complex. Competently applies standard procedures to routine tasks, and identifies potentially problematic issues related to task content or schedule. Applies a broad knowledge of Cadmus organization in performing work tasks.

Direction received in this typically entry-level Analyst position

Works without explicit direction on recurring tasks, standard technical methods, or tasks involving research of common information sources (e.g., regulations). For more complex tasks, receives instructions on objectives, approaches and expected results. Work is reviewed for technical adequacy and conformance with instructions.

Responsibility for the direction of others

Limited. May coordinate and oversee the activities of research analysts and peers on specific tasks or proposal activities.

Minimum education/degree, years of experience

Bachelor's degree and 1 year of experience

ANALYST II

Typical duties and responsibilities

Performs data collection, research, and analyses. Provides logistical, organizational, and administrative support to projects, contracts, and/or proposals. Applies experience and understanding of technical or administrative aspects of public policy, or private sector projects, to tasks that are varied and complex. Competently applies standard procedures to routine tasks, and

identifies potentially problematic issues related to task content or schedule. Applies a broad knowledge of Cadmus organization in performing work tasks.

Direction received in this typically mid-level Analyst position

Works without explicit direction on recurring tasks, standard technical methods, or tasks involving research of common information sources (e.g., regulations). For more complex tasks, receives limited instructions on objectives, approaches and expected results. Work is reviewed for technical adequacy and conformance with instructions.

Responsibility for the direction of others

Limited. May coordinate and oversee the activities of research analysts and peers on specific tasks or proposal activities.

Minimum education/degree, years of experience

Bachelor's degree and 1 year of experience

ANALYST III

Typical duties and responsibilities

Performs data collection, research, and analyses. Provides logistical, organizational, and administrative support to projects, contracts, and/or proposals. Applies experience and understanding of technical or administrative aspects of public policy, or private sector projects, to tasks that are varied and complex. Competently applies standard procedures to routine tasks, and identifies potentially problematic issues related to task content or schedule. Applies a broad knowledge of Cadmus organization in performing work tasks.

Direction received in this typically senior-level Analyst position

Works without explicit direction on recurring tasks, standard technical methods, or tasks involving research of common information sources (e.g., regulations). For more complex tasks, receives minimal instructions on objectives, approaches and expected results. Work is reviewed for technical adequacy and conformance with instructions.

Responsibility for the direction of others

Limited. May coordinate and oversee the activities of research analysts and peers on specific tasks or proposal activities.

Minimum education/degree, years of experience

Bachelor's degree and 1 year of experience

ASSOCIATE I

Typical duties and responsibilities

Works independently to identify, structure and implement appropriate procedures for tasks. Manages efforts of staff in task execution and performs quality assurance checks of work products. Responsible for technical, financial, and/or administrative management of tasks or portions of larger projects. Participates in business development, marketing activities, and/or recruiting.

Direction received in this typically entry-level Associate position

Receives outlines on objectives, and exercises wide latitude to develop approaches to tasks and project work. Work is reviewed for technical adequacy and results achieved.

Responsibility for the direction of others

Provides guidance and direction to junior staff on tasks. Trains, develops and evaluates the performance of junior staff.

Minimum education/degree, years of experience

Bachelor's degree and 2 years of experience

ASSOCIATE II

Typical duties and responsibilities

Works independently to identify, structure and implement appropriate procedures for tasks. Manages efforts of staff in task execution and performs quality assurance checks of work products. Responsible for technical, financial, and/or administrative management of tasks or portions of larger projects. Participates in business development, marketing activities, and/or recruiting.

Direction received in this typically mid-level Associate position

Receives limited outlines on objectives, and exercises wide latitude to develop approaches to tasks and project work. Work is reviewed for technical adequacy and results achieved.

Responsibility for the direction of others

Provides guidance and direction to junior staff on tasks. Trains, develops and evaluates the performance of junior staff.

Minimum education/degree, years of experience

Bachelor's degree and 2 years of experience

ASSOCIATE III

Typical duties and responsibilities

Works independently to identify, structure and implement appropriate procedures for tasks. Manages efforts of staff in task execution and performs quality assurance checks of work products. Responsible for technical, financial, and/or administrative management of tasks or portions of larger projects. Participates in business development, marketing activities, and/or recruiting.

Direction received in this typically senior-level Associate position

Receives minimum outlines on objectives, and exercises wide latitude to develop approaches to tasks and project work. Work is reviewed for technical adequacy and results achieved.

Responsibility for the direction of others

Provides guidance and direction to junior staff on tasks. Trains, develops and evaluates the performance of junior staff.

Minimum education/degree, years of experience

Bachelor's degree and 2 years of experience

SENIOR ASSOCIATE I

Typical duties and responsibilities

Demonstrates leadership in management, technical work products, and/or business development. Manages activities of staff on tasks, is responsible for ensuring high quality performance of staff, and may have responsibility for administrative supervision of staff. Responsible for technical, managerial, and/or administrative components of large tasks, projects, marketing activities, or proposals. Represents Cadmus to professional peers and clients. May participate in corporate planning.

Direction received in this typically entry-level Senior Associate position

Has fairly wide latitude to define the parameters of tasks, including development of approaches to work. Independently produces work of high quality.

Responsibility for the direction of others

Provides guidance, direction, and oversight on projects, and identifies staffing needs for projects. Provides staff with opportunities for growth and development.

Minimum education/degree, years of experience

Bachelor's degree and 4 years of experience or Master's degree and 2 years of experience

SENIOR ASSOCIATE II

Typical duties and responsibilities

Demonstrates leadership in management, technical work products, and/or business development. Manages activities of staff on tasks, is responsible for ensuring high quality performance of staff, and may have responsibility for administrative supervision of staff. Responsible for technical, managerial, and/or administrative components of large tasks, projects, marketing activities, or proposals. Represents Cadmus to professional peers and clients. May participate in corporate planning.

Direction received in this typically mid-level Senior Associate position

Has wide latitude to define the parameters of tasks, including development of approaches to work. Independently produces work of high quality.

Responsibility for the direction of others

Provides guidance, direction, and oversight on projects, and identifies staffing needs for projects. Provides staff with opportunities for growth and development.

Minimum education/degree, years of experience

Bachelor's degree and 4 years of experience or Master's degree and 2 years of experience

SENIOR ASSOCIATE III

Typical duties and responsibilities

Demonstrates leadership in management, technical work products, and/or business development. Manages activities of staff on tasks, is responsible for ensuring high quality performance of staff, and may have responsibility for administrative supervision of staff. Responsible for technical, managerial, and/or administrative components of large tasks, projects, marketing activities, or proposals. Represents Cadmus to professional peers and clients. May participate in corporate planning.

Direction received in this typically senior-level Senior Associate position

Has significantly wide latitude to define the parameters of tasks, including development of approaches to work. Independently produces work of high quality.

Responsibility for the direction of others

Provides guidance, direction, and oversight on projects, and identifies staffing needs for projects. Provides staff with opportunities for growth and development.

Minimum education/degree, years of experience

Bachelor's degree and 4 years of experience or Master's degree and 2 years of experience

PRINCIPAL I

Overall, a Principal demonstrates success, skills and leadership across management, technical, and marketing areas. Additionally, a Principal develops a domain of work that can operate in a nearly self-sustaining manner within Cadmus.

Typical duties and responsibilities

Demonstrates leadership across managerial, technical, and business development areas. Manages activities of staff on tasks. May also have responsibility for supervision of an organizational unit, including recruiting, performance review, and staff development. Ensures high quality performance of staff. Responsible for substantive technical, financial, and administrative management of large tasks, projects, and contracts. Manages business development, marketing activities, proposals, and multiple projects. Represents Cadmus to professional peers and clients. Participates in corporate budgeting activities, and corporate development and growth.

Direction received in this typically entry to mid-level Principal position

Has significantly wide latitude to define parameters and approaches of tasks and projects. Independently produces work of very high quality.

Responsibility for the direction of others

Provides guidance, direction and oversight on projects. Performs as a second-level supervisor. Provides mid-level and junior staff with opportunities for growth and development.

Minimum education/degree, years of experience

Bachelor's degree and 8 years of experience or Master's degree and 6 years of experience

PRINCIPAL II

Overall, a Principal demonstrates success, skills and leadership across management, technical, and marketing areas. Additionally, a Principal develops a domain of work that can operate in a nearly self-sustaining manner within Cadmus.

Typical duties and responsibilities

Demonstrates leadership across managerial, technical, and business development areas. Manages activities of staff on tasks. May also have responsibility for supervision of an organizational unit, including recruiting, performance review, and staff development. Ensures high quality performance of staff. Responsible for substantive technical, financial, and administrative management of large tasks, projects, and contracts. Manages business development, marketing activities, proposals, and multiple projects. Represents Cadmus to professional peers and clients. Participates in corporate budgeting activities, and corporate development and growth.

Direction received in this typically senior-level Principal position

Has significantly wide latitude to define parameters and approaches of tasks and projects. Independently produces work of superior quality.

Responsibility for the direction of others

Provides guidance, direction and oversight on projects. Performs as a second-level supervisor. Provides mid-level and junior staff with opportunities for growth and development.

Minimum education/degree, years of experience

Bachelor's degree and 8 years of experience or Master's degree and 6 years of experience

SENIOR MANAGING CONSULTANT

Directs multiple business practice lines that comprise a semi-autonomous organizational unit of business within the company. Reports directly to the President and CEO, participates as a member of the Executive Committee, has profit and loss responsibilities and wide latitude to establish metrics and standards of performance for practice lines. This includes:

Typical duties and responsibilities

Reviews and Approves practice-level business plans. Makes decisions regarding where to invest in terms of new growth related to the business unit. Sets practice-level budgets and performance targets. Has authority to strategically recruit and hire to maintain and expand business lines. Makes decisions regarding staff compensation in conjunction with Executive Committee. Leads and supports corporate initiatives.

Direction received

Has very broad latitude to define parameters and approaches in directing business unit and taking measures to attain the attendant performance goals. Works effectively with, and receives direction from the President and CEO and provides information to the Board as necessary.

Responsibility for the direction of others

Provides guidance, direction and oversight of practices. Has responsibility for direction and supervision of multiple practice lines that comprise an organizational business unit. Directly responsible for performance review and development of practice leaders as well as other key senior staff and second and third-level supervisor for all other staff in the business unit.

Minimum education/degree, years of experience

Bachelor's degree and 10 years of experience or Master's degree and 8 years of experience

EXECUTIVE CONSULTANT

Executive Consultants are senior-most corporate officers responsible for directing and overseeing overall corporate operations. They are members of the Executive Committee and actively participate on board-level committees and are responsible for overall strategic direction and financial performance of the company. They are heavily engaged in overseeing and reviewing the performance of the company's administrative and operational groups.

Typical duties and responsibilities

Oversee administrative and operational group-level performance. Set overall corporate budget and performance targets. Assign budgets and performance targets to administrative and operational groups and review their performance. Make decisions regarding overall strategic direction and performance, including review and approval of mergers and acquisitions, investment in new business lines, and entry into new areas of business. Ensure adequacy of corporate resources and monitor the accurate measurement and compliance with applicable laws and regulations. Lead and participate in important corporate-level initiatives.

Direction received

Has the broadest latitude to define overall parameters of performance and oversee corporate- and group-level operations. Reports directly to the President and CEO or to the Board of Directors.

Responsibility for the direction of others

Provides guidance, direction and oversight of administrative and operational group heads. Directly responsible for performance review and development of administrative and operational group heads.

Minimum education/degree, years of experience

Bachelor's degree and 15 years of experience or Master's degree and 13 years of experience

SENIOR EXECUTIVE CONSULTANT I

Senior Executive Consultants are highly trained and experienced, providing high-end strategic planning and organizational performance consulting advice to clients in a wide range of businesses, public and private. They are highly regarded as experts in their field, with numerous consulting engagements within their area of expertise.

Typical duties and responsibilities

Examine an organization's strategic position and organizational performance and provide recommendations on strategic direction and organizational structure; identify strategic and organizational priorities and specific next actions; and bring critical internal and external information into the process to facilitate sound strategic decision making.

Direction received

Receives broad-based direction regarding the client's overall goals and objectives of the consulting engagement. Has wide latitude to develop work plans, approaches, and processes to meet the requirements of the consulting engagement.

Responsibility for the direction of others

Provides guidance, direction and oversight of staff participating in consulting engagement.

Minimum education/degree, years of experience

Bachelor's degree and typically 15 years of experience or Master's degree and typically 13 years of experience

SENIOR EXECUTIVE CONSULTANT II

Senior Executive Consultants are highly trained and experienced, providing high-end strategic planning and organizational performance consulting advice to clients in a wide range of businesses, public and private. They are highly regarded as experts in their field, with numerous consulting engagements within their area of expertise.

Typical duties and responsibilities

Examine an organization's strategic position and organizational performance and provide recommendations on strategic direction and organizational structure; identify strategic and organizational priorities and specific next actions; and bring critical internal and external information into the process to facilitate sound strategic decision making.

Direction received

Receives broad-based direction regarding the client's overall goals and objectives of the consulting engagement. Has wide latitude to develop work plans, approaches, and processes to meet the requirements of the consulting engagement.

Responsibility for the direction of others

Provides guidance, direction and oversight of staff participating in consulting engagement.

Minimum education/degree, years of experience

Bachelor's degree and typically 20 years of experience or Master's degree and typically 18 years of experience

ADMINISTRATIVE SUPPORT I

Project Admin, business, accounting, contracts and other administrative support personnel in the company.

Typical duties and responsibilities

Project/business support personnel perform a variety of tasks that involve timely project reporting, partnering with business units to ensure their project financial information needs are met and perform ad-hoc financial reporting as requested by project managers and clients. Reviews, processes and enters subcontractor invoices into accounting system for billing to clients. Calculates and generates client invoices and follows up with project managers to ensure billing accuracy and prompt invoice payments. Operates with latitude for some independent action.

Support contract personnel perform a variety of activities associated with the preparation, negotiation, administration, and pricing of contracts and subcontracts that include administering contracts, preparing and reviewing cost estimates, interacting with client contracting personnel. Works closely with senior staff, but operates with some latitude for independent action.

Project support personnel may perform a variety of tasks including but not limited to record maintenance/retrieval and data entry, collection and/or analysis tasks. They may also implement management systems, perform analysis, perform database management for a specific project, plan and uses appropriate software and hardware for technical support to customers and maintain a variety of databases. Operates with latitude for some independent action.

Direction received

Receives direction from appropriate Group/Program Manager, Accounting Manager and (or) Controller, or V.P. of Contracts and Subcontracts but performs duties with limited supervision. Work requires consistent exercise of discretion and is closely reviewed for accuracy and consistency.

Minimum education/degree, years of experience

Bachelor's degree and 2 years of experience

ADMINISTRATIVE SUPPORT II

Project administration, business, accounting, contracts and other administrative support personnel in the company

Typical duties and responsibilities

Project/business support personnel organize, directs, and controls the activities associated with financial reporting, budgeting, and management. They perform a variety of tasks that include review and completion of timely project reporting, partnering with business units to ensure their project financial information needs are met and perform ad-hoc financial reporting as requested by project managers and clients. Operates with wide latitude for independent action.

Senior contract personnel perform a variety of tasks including organizing, directing, and controlling the activities associated with the preparation, negotiation, administration, and pricing of contracts and subcontracts. Establishes and implements guidance, policies, and procedures for administrative functions of the company. Serves as in-house contractual consultant. Operates with wide latitude for independent action.

Project support personnel may perform a variety of tasks including but not limited to record maintenance/ retrieval and data entry, collection and/or analysis tasks. They may also implement management systems, perform analysis, perform database management for a specific project, plan and uses appropriate software and hardware for technical support to customers and maintain a variety of databases. Operates with wide latitude for independent action.

Direction received

Receives direction from appropriate Group/Program Manager, Accounting Manager and (or) Controller , or V.P. of Contracts and Subcontracts but performs duties with minimum supervision. Work requires consistent exercise of discretion and is reviewed for accuracy and consistency.

Minimum education/degree, years of experience

Bachelor's degree and 5 years of experience

EXPERIENCE/QUALIFICATIONS SUBSTITUTIONS

- (1) Any combination of additional years of experience plus full time college level study totaling four (4) years will be an acceptable substitute for a B.S. Degree.
- (2) Additional years of graduate level study will be considered equal to years of experience on a one-for-one basis.
- (3) In some cases, the following will be considered in place of minimum education and experience: unique education; specialized experience, skills, knowledge, training, or certification; military training and/or experience; quality of experience; national recognition; or exceptional Grade Point Average. Related experience may be substituted for education.