

# 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!**<sup>TM</sup>, a menu-driven database system. The INTERNET address for **GSA Advantage!**<sup>TM</sup> is: <http://www.GSAAdvantage.gov>.

### **Schedule for - Consolidated**

**Federal Supply Group:** CORP    **Class:**

**Contract Number:** GS-00F-227CA

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

**Contract Period:** August 1, 2015 – July 31, 2020

**Contractor:** The Cadmus Group, Inc.  
100 5th Avenue, Suite 100  
Waltham, MA 02451 8703

**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:** (617) 673-7170  
**Extension:**  
**FAX Number:** (617) 673/7130  
**Web Site:** [www.cadmusgroup.com](http://www.cadmusgroup.com)  
**E-mail:** [jing.hoffmann@cadmusgroup.com](mailto:jing.hoffmann@cadmusgroup.com)  
**Contract Administration:** Jing Hoffmann

## **CUSTOMER INFORMATION:**

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

SIN	Recovery	SIN Description
541-1		Advertising Services
541-1000		Other Direct Costs (ODCs); Expenses Other Than Direct Labor Hours
541-4A		Market Research and Analysis
899-1		Environmental Consulting Services
899-3		Environmental Training 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 and Overseas
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:**
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](http://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/](http://www.Section508.gov/).**
25. **Data Universal Numbering System (DUNS) number:** 101163731
26. **Notification regarding registration in Central Contractor Registration (CCR) database:** Registered
27. **Pricing:**

SINs 899-1, 899-3, 541-1, 541-4A	
Labor Category Title	Hourly Price
Research Analyst	\$58.98
Analyst I	\$60.26
Analyst II	\$66.90
Analyst III	\$76.13
Associate I	\$80.75
Associate II	\$96.70
Associate III	\$110.75
Sr. Associate I	\$115.36
Sr. Associate II	\$133.81
Sr. Associate III	\$156.89
Principal I	\$166.12

Principal II	\$198.41
Sr. Managing Consultant	\$230.71
Executive Consultant	\$253.79
Sr. Executive Consultant I	\$265.37
Sr. Executive Consultant II	\$353.82
Administrative Support I	\$55.38
Administrative Support II	\$101.51
All prices include an Industrial Funding Fee (IFF) of .75%	

<b>SIN 541-1000</b>		
Item/Product	Unit of Issue	Price
<b>Advertising and Outreach, Production</b>		
Public Service Announcement, Television	Per PSA (60-sec)	\$557,000.00
Industrial/Instructional Video Production	Per proeject (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 min.)	\$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
<b>Advertising and Outreach, Distribution</b>		
Dubbing	Per 5 encoded beta dubs	\$475.00
Digital imaging	Per 2-hour event	\$201.50
<b>Advertising and Outreach, Web</b>		
Web hosting	Per Month	\$575.00
URL registration	Per URL (5-year registration)	\$100.00
URL forwarding services	Per URL, per year	\$12.00
Keyword Search Campaign	Per campaign	\$20,000.00
SSL Certificate for Meeting Registrations, etc.	Per year	\$169.00
<b>Advertising and Outreach, Media Buy</b>		
Print	Per placement	\$411,000.00
Online media buy	Per placement	\$60,000.00
Outdoor advertising ( e.g. billboards, buses)	Per venue, per month	\$8,000.00
<b>Media Analysis and Assessment</b>		
Video Monitoring	Per segment	\$110.00
Print clip analysis (fixed cost per month)	Per month	\$313.33
plus print clip analysis (add'l cost per clip)	Per clip	\$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

<b>Events, Conferences and Representation</b>		
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
<b>Report and Document Development and Production</b>		
Duplication, In House	Per page	\$0.07
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
<b>Communication and Collaboration</b>		
Telephone usage	Per labor hour	\$0.71
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	\$0.38
E-mail distribution services (<10,000 emails/yrs. Add'l emails are \$.004/email address)	Per year	\$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
All prices include an Industrial Funding Fee (IFF) of .75%		

**Service Contract Act:** The Service Contract Act (SCA) is applicable to this contract as it applies to the entire Consolidated Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

## **LABOR CATEGORY DESCRIPTIONS FOR SINS 899-1, 899-3, 541-1 and 541-4A**

### **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 10 years of experience or Master's degree and 6 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 10 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 13 years of experience or Master's degree and 11 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 12 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 18 years of experience or Master's degree and 14 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 22 years of experience or Master's degree and 20 years of experience

**ADMINISTRATIVE SUPPORT I**

Project administration, 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.

This labor category is only used for task order services that go beyond typical overhead services that are done in the normal course of business. Federal agencies will not be charged for services that are considered to be company overhead.

**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.

This labor category is only used for task order services that go beyond typical overhead services that are done in the normal course of business. Federal agencies will not be charged for services that are considered to be company overhead.

**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 7 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.