

Service Offerings

Booz Allen is recognized as a world-class organization with extensive experience in conducting studies and analyses to give leaders the critical information they need to make better decisions. As a full-service consulting firm, we offer study and analysis support in each of the HRsolutions task areas shown below.

Business Planning

- **Process Re-engineering**—Actions taken by the contractor to identify, analyze, and improve existing processes within an organization to meet new goals and objectives. These actions often follow a specific methodology or strategy to create successful results.
- **Policy Analysis**—Actions taken by the contractor to formalized an approach to studying and assessing projects, policies, and programs and determining their effectiveness.
- **Operational Business Application**—Actions taken by the contractor to focused on implementation of new or existing business processes or software program.
- **Manpower, Requirements, and Trend Analysis**—Actions (concept) taken by the contractor for collecting information and attempting to identify a pattern or trend in manpower or requirements.
- **Forecasting Manpower, MANPRINT, Strength Requirement, Distribution, and Utilization**—Actions taken by the contractor to project manpower needs.
- **Life Cycle Support and Planning**—Actions taken the contractor to support all facets of a process or program for the total life-time of that process or program including planning for:
 - **Structuring**—Determining and distributing manpower requirements by component.
 - **Acquiring**—Accessing human resources required to man the force.
 - **Distributing**—Assigning soldiers based on requirements and priorities and civilians at command discretion based on resource availability.
 - **Training and Development**—Individual and institutional training, self and leader development, education and support programs.
 - **Deploying**—Mobilizing; demobilizing, reconfiguring, non-combatant evacuation, and repatriating military members, civilian employees, and contractors.
 - **Compensating**—Managing pay, allowances, benefits, and financial entitlements of soldiers and retirees; and pay and incentives for civilian employees and contractors.
 - **Sustaining**—Managing programs to maintain and advance the well being and work-life balance of soldiers, civilians, retirees' family members, and veterans.
 - **Transitioning**—Moving military and civilian employees among army components and to non-military related civilian status.

Research and Evaluation

- **Training**—Actions taken by the contractor to develop familiarization training as it relates to understanding and use of a developed product.

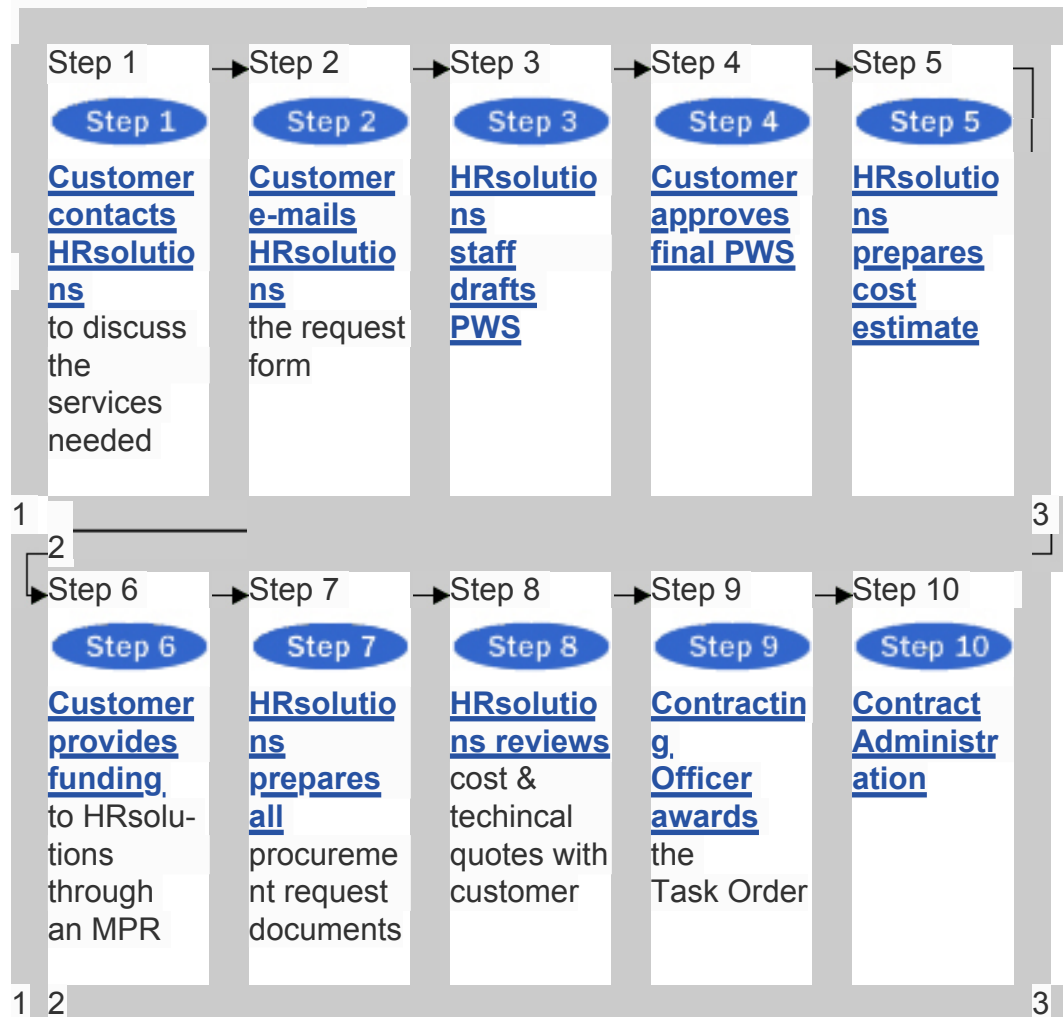
- **Policy Development**—Action taken by the contractor to create a deliberate plan of action to guide decisions and achieve rational outcome (s). Policy merely guides actions toward those that are most likely to achieve a desired outcome. Development is the process of creating policy based on research, coordination, and collaboration.
- **Life Cycle Support**—Actions taken by the contractor to develop Life Cycle Models and Methodologies.
- **Proof of Concept Studies (to include prototype design and testing)**—Actions taken by the contractor to provide proof of concept which is a short and or incomplete realization (or synopsis) of a certain method or idea to demonstrate its feasibility, or a demonstration in principle, whose purpose is to verify that some concept or theory is probably capable of exploitation in a useful manner. The proof of concept is usually considered a milestone on the way of a fully functioning prototype.
- **Content Management**—Actions taken by the contractor to include (CM) a set of processes and technologies that support the evolutionary life cycle of digital information. This digital information is often referred to as digital content. Digital content may take the form of text, such as documents, multimedia files, such as audio or video files or any other file type which follows a content lifecycle which requires management.
- **Program Analysis**—Actions taken by the contractor to ensure a formalized approach to studying and assessing projects, policies, and programs and determining if they are feasible and functional.
- **Risk Management and Mitigation**—Actions taken by the contractor to integrate recognition of risk, risk assessment, developing strategies to manage it, and mitigation of risk using managerial resources. Risk management is a philosophy that attempts to integrate the entire spectrum of exposures that can affect an organization, to include operational and financial risks. It examines the effects of risk on the organization, rather than from the source of the exposure and identifies solutions to minimize their effect.
- **Analytical Analysis**—Actions taken to conduct a formal analysis of a program, product, impact, etc.
- **Data Modeling and Management**—Actions taken by the contractor for structuring and organizing of data which is then typically implemented in a database management system. In addition to defining and organizing the data, data modeling will impose (implicitly or explicitly) constraints or limitations on the data placed within the structure.
- **Communication Systems Enhancement**—Actions focused on developing, upgrading, purchasing, and/or projecting enhancements to communications systems.
- **Predictive Modeling**—Actions taken by the contractor to predict the outcome of something, e.g., implementation of a new project or policy.
- **Tracking**—Actions taken by the contractor to access progress, locations, and impacts of HR Policies and actions reference their customers and programs.
- **Safety**—Actions taken by the contractor to review and analyze incident reports

under programs like "Well Being" as an example.

Procurement Steps

Ordering services on the HRsolutions contract vehicle is quick, easy, and affordable. Once you have identified your requirements, a phone call or E-mail to the HRsolutions Business Office will start the process moving. The flowchart below outlines how you can order Booz Allen services through the HRsolutions contract vehicle. For detailed information, contact the Booz Allen program manager listed on this Web site or visit the Army's HRsolutions Business Office Web site at www.hrxxi.army.mil (opens a new browser window).

How To Order Services:



Step 1

Contact the HRsolutions staff to discuss the service you need. The HRsolutions staff will help you decide if there is a HRsolutions contract that is right for you.

Step 2

Email the HRsolutions staff using the form on www.hrxxi.army.mil. Provide the level of detail available on your work requirements as a "starter set" for the HRsolutions contract staff to begin PWS initiation.

Step 3

The HRsolutions staff drafts Performance Work Statement. The contract staff will convert your input into a legally sufficient PWS containing scope, background, applicable documents, tasks and objectives.

Step 4

Customer approves final PWS. The HRsolutions staff will correct the PWS as necessary to meet your needs and requirements.

Step 5

The HRsolutions staff prepares "Independent Government Estimate" (IGCE). The HRsolutions staff will draft the required IGCE of likely costs for contractor performance. The IGCE and PWS will be adjusted as necessary to meet your needs and available funding.

Step 6

Customer provides funding to HRsolutions. Funding is provided through a [Military Interdepartmental Purchase Request](#) (DD Form 448) - also called MIPR. This will cover the estimated cost of contractor performance and a two-percent administrative fee for the services provided by HRsolutions.

Step 7

HRsolutions prepares all procurement request documents. The HRsolutions staff will prepare the solicitation and any related procurement documents (such as sole source justifications, non-severability determinations, security clearance forms, evaluation criteria, and similar actions) for the Contracting Officer's use in obtaining quotes from the HRsolutions contractors. The HRsolutions staff will directly interface with the Contracting Officer on the customer's behalf on all queries and procurement requirements.

Step 8

HRsolutions staff reviews all cost and technical quotes with customer invited to participate HRsolutions will review offers and draft evaluations and recommendations for the task order award. The customer will be offered an opportunity to participate during this process. The HRsolutions staff, along with the customer, will provide a draft evaluation for Contracting Officer consideration and approval.

Step 9

Contracting Officer Awards the Task Order. The customer and contractor are notified, copies of the task order are distributed, and performance begins.

Step 10

Contract Administration. The Director of HRsolutions is the authorized "Contracting Officer's Representative" (COR) to perform post-award contract administration. The HRsolutions staff will perform a variety of tasks to assist you throughout contract execution and closure, as described in the [Program Management](#) support section.

Booz Allen Program Management Support

Booz Allen provides comprehensive program management support for government organizations through the HRsolutions vehicle. Our total procurement support continues throughout the entire life cycle of the contract, from assisting in the research of PWS requirements through contract execution and closeout. Booz Allen can provide the following support to include:

PWS Preparation

- Market the vehicles to potential clients
- Track market opportunities
- Interface with the HRsolutions Business Office for streamlined and coordinated procurement process
- Coordinated access to subcontractors / small business teaming partners
- Rough Order of Magnitude /Level of Effort Estimates
- Access to technical and price proposal templates

Contract Execution and Administration	<ul style="list-style-type: none"> • Post-award support for streamlined and accurate account briefing & invoicing setup • Submission of regular reports providing relevant financial information and status of project against specific performance metrics • Centralized location of task work papers and quality control templates for overall project quality assurance
Closeout	<ul style="list-style-type: none"> • Final submission of all financial related information • Report detailing completion of all project goals as measured by agreed upon performance criteria

Additionally, Booz Allen is a partner with the HRsolutions Business Office to provide government users contract assistance for the HRsolutions vehicle. The Business Office is staffed with experienced contracting personnel to facilitate the use of contracting services to meet agency needs quickly, using competitively-awarded contracts under its management.

Team Members

Booz Allen has teamed with thirty companies that have deep functional expertise in the HRsolutions task areas. Many of these companies have multiple small business qualifications that will help you meet your small business award goals.

Company	Business Category	Process Re-engineering Policy Analysis Oper. Business Application Manpower, Requirements, and Trend Analysis Forecasting Manpower, MANPRINT, Strength Reqmt DistroUtilization Structuring Acquiring Distributing Training & Development Deploying Compensating Sustaining Transitioning Training Policy Development Life Cycle Support Proof of Concept Studies Content Management Program Analysis Risk Management Analytical Analysis Data Modeling & Management Communication Systems Enhancement Predictive Modeling Tracking Safety																								
Corbin Company	SB	✓	✓	✓	✓		✓		✓					✓	✓	✓	✓	✓	✓	✓					✓	
HGM Management and Technologies, Inc.	SDB	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓													
HumanTouch	SDB						✓	✓	✓	✓		✓	✓						✓							
Suntiva Executive Consulting	SDB		✓				✓	✓		✓	✓	✓	✓	✓			✓		✓							
Beacon Associates, Inc.	SDB	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓						✓						
Business Management Associates	SDB	✓		✓	✓								✓	✓												
Computech Resources International, Inc.	SDB	✓		✓	✓	✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓			✓		

- [illegible]

operations. Recommends cost saving methods, such as supply changes and disposal of records to improve efficiency of operations. Prepares and reviews operational reports and schedules to ensure accuracy and efficiency. Conducts classes to teach procedures to staff members.

- 2 Administrative Specialist:** Provides administrative services in support of an office or organization's daily operations. Assists clients to register for and schedule services. Explains programs and eligibility criteria to potential clients and answers questions. Assists in the maintenance and operation of office automation equipment. Responsible for starting computers and servers, logging into networks, changing backup tapes, and reporting automation problems to a help desk. May provide direct assistance to clients by helping them to operate automated tools and find printed resources. Maintains office files and bulletin boards. Assists in the setup of instructional facilities. Picks up, sorts, and delivers mail and distribution. Prepares correspondence.
- 3 Administrative Support:** Provides direct administrative support to office operations. Answers the phone, prepares correspondence and reports, enters data, and files documents. Greets visitors and training/orientation participants and hands out materials. Picks up, distributes, and delivers mail and distribution. Packages and ships materials. Inventories equipment and materials.
- 4 Analyst:** Assists in the development of functional programs and materials. Assists in the tracking and evaluation of on-going operations. Reviews forms and reports, and confers with management and users about format, distribution, and purpose, and to identify problems and improvements. Collects, maintains, and processes data. Assists in the preparation of reports and summaries for use by managers.
- 5 Analyst, Management:** Experience in research regarding service matters and combined doctrine, operations, liaison and coordination with other government agencies, industry, and academia. Assists in the conduct of conferences and working meetings. Assists participants to work effectively as a team. Guides and leads discussions. Assist in the development of functional programs and materials. Assists in the tracking and evaluation of on-going operations. Reviews forms and reports, and confers with management and users about format, distribution, and purpose, and to identify problems and improvements. Collects, maintains, and processes data. Assists in the preparation of reports and summaries for use by managers. Provides advice and insight about probable effects and alternative solutions to problems. Identifies sources of relevant information and data. Directs the activities of other analysts in the analysis of data and information. Plans and establishes record and data storage and retrieval systems. Evaluates data and information to monitor status of on going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Designs experiments to support evaluation of management and technical activities.
- 6 Analyst, Senior Level I:** Uses mathematical, statistical, econometric or other scientific methods and techniques in analyzing problems of management and technical nature. Experience in research regarding service matters and combined

doctrine, operations, liaison and coordination with other government agencies, industry, and academia. Serves as subject matter expert for family support programs and other matters affecting service members and their families. Provides direct support to technical and operational activities. Identifies sources of relevant information and date. Directs the activities of other analysts in the analysis of data and information. Plans and establishes record and data storage and retrieval systems. Evaluates data and information to monitor status of on going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Assists in the development of technical and operational documents and plans. Assists in the implementation of technical and operational activities. Evaluates factors such as reporting formats required, cost constraints, and need for security restrictions to determine hardware configuration. May perform analytical and evaluation tasks in functional areas such as human performance management and operations, logistics, finance, budget and HR systems.

- 7 Analyst, Senior Level II:** Experience in research regarding service matters and combined doctrine, operations, liaison and coordination with other government agencies, industry, and academia. Serves as subject matter expert for family support programs and other matters affecting service members and their families. Provides advice and insight about probable effects and alternative solutions to problems. Reviews technical products. Provides direct support to technical and operational activities. Identifies sources of relevant information and date. Directs the activities of other analysts in the analysis of data and information. Plans and establishes record and data storage and retrieval systems. Evaluates data and information to monitor status of on going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Assists in the development of technical and operational documents and plans. Assists in the implementation of technical and operational activities. Designs experiments to support evaluation of management and technical activities. May perform analytical and evaluation tasks in functional areas such as human performance management and operations, logistics, finance, budget and human resources systems.

- 8 Analyst, Senior Level III:** Experience in research regarding service matters and combined doctrine, operations, liaison and coordination with other government agencies, industry, and academia. Serves as subject matter expert for family support programs and other matters affecting service members and their families. Provides advice and insight about probable effects and alternative solutions to problems. Assesses the development and progress of on-going and planned programs to validate requirements supporting major quality of life initiatives. Evaluates current programs with emphasis on the ability of those programs to satisfy operational user needs. Provides direct support to technical and operational activities. Identifies sources of relevant information and date. Directs the activities of other analysts in the analysis of data and information. Plans and establishes record and data storage and retrieval systems. Evaluates

data and information to monitor status of on going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Assists in the development of technical and operational documents and plans. Assists in the implementation of technical and operational activities. Designs experiments to support evaluation of management and technical activities. Reviews technical products. Conducts technical analysis and trade off studies. Uses mathematical, statistical, econometric or other scientific methods and techniques in analyzing problems of management and technical nature. May perform analytical and evaluation tasks in functional areas such as human performance management and operations, logistics, finance, budget and human resources systems.

- 9 **Associate:** Performs as mid-level consultant in various program areas such as business process reengineering, information technology, and communications. Serves as functional experts in their fields and can be project team leaders. BA degree and 5 or more years of experience in the specific program field is required. However, a MS or MA is desired.
- 10 **Auditor:** Advises on, supervises, or performs work consisting of a systematic examination and appraisal of financial records, financial and management reports, management controls, policies and practices affecting or reflecting the financial condition and operating results of an activity; or analytical work related to the development and execution of audit policies and programs when such work requires the application of professional accounting knowledge, standards, and principles.
- 11 **Communications Specialist:** Assists marketing specialists, the project director, and subordinate managers to conduct public relations activities. Helps to draft marketing materials. Assists in the dissemination of marketing messages and media. Responds to media inquiries.
- 12 **Computer Programmer/Analyst:** Analyzes software requirements to determine feasibility of design within time and cost constraints. Analyzes information to determine, recommend, and plan layout for type of computers and peripheral equipment modifications to existing systems. Consults with engineering staff to evaluate interface between hardware and software and operational and performance requirements of overall system. Evaluates factors such as reporting formats required, cost constraints, and need for security restrictions to determine hardware configuration. Formulates and designs software system, using scientific analysis and mathematical models to predict and measure outcome and consequences of design. Confers with data processing and project managers to obtain information on limitations and capabilities for data processing projects. Develops and directs software system testing procedures, programming, and documentation. Coordinates installation of software system. Monitors functioning of equipment to ensure system operates in conformance with specifications. Consults with customer concerning maintenance of software system.
- 13 **Computer Systems Analyst, Senior:** Assists computer systems analysts by guiding their activities and providing answers to technical questions. Analyzes and tests computer programs or system to identify errors and ensure

conformance to standard. Consults with staff and users to identify operating procedure problems. Formulates and reviews plans outlining steps required to develop programs to meet staff and user requirements. Devises flow charts and diagrams to illustrate steps and to describe logical operational steps of program. Writes documentation to describe and develop installation and operating procedures of programs. Coordinates installation of computer programs and operating systems, and tests, maintains, and monitors computer system. Reads manuals, periodicals, and technical reports to learn how to develop programs to meet staff and user requirements. Writes and revises program and system design procedures, test procedures, and quality standards. Reviews and analyzes computer printouts and performance indications to locate code problems. Modifies program to correct errors by correcting computer codes. Minimum experience required is 10 years in the field. Minimum educational requirements is a bachelor's degree in Computer Science, Computer Information Systems, or Management Information Systems.

- 14 Contract Manager/Program Manager:** Responsible for the planning and execution of all activities related to a contract delivery order. Performs a variety of different actions and activities in support of each assigned system, project, or program. Functional duties primarily are to plan, direct, organize, control, and coordinate technical efforts, contractor manpower and team activities. Includes areas of administration, program control, and technical supervision of personnel involved in systems engineering, integration, in support of assigned tasks. Plans and coordinates the activities of administration, program control and technical supervision of personnel involved in systems engineering integration support efforts. Interfaces with the Government's Contracting Officer's Representative (COR) and Functional Technical Representative (FTR). Provides direction for contractor operations and ensures compliance with all management policies, plans, and procedures. Provides recommendations for resolution of technical problems. Reviews and makes recommendations to the government FTR regarding the efforts of the Project Team so that the proposed efforts are consistent with cost, schedule, and the performance requirements. Makes recommendations to the government Project Director for the resolution of divergent viewpoints and inputs to critical decisions resulting from unseen situations, which may develop during the life of the delivery order. Establishes processes and procedures to facilitate the program management and task accomplishment. Defines the standards for quality and timeliness and assessing results in terms of schedule, cost, and risk involved. Develops programs based upon a comprehensive analysis of the requirements. Facilitates program requirements definition and translates requirements into discreet, attainable objectives, schedules to coincide with expected fielding dates. Applies a working knowledge of the functional areas. Analyzes the results for program reviews to help develop the correct approach to ensure program milestones are met. Ascertains the status of projects, difficulties encountered and recommends solutions through the analysis of periodic reports and contact with team members. Ensures that all personnel assigned to a task meet government

qualification standards and receive necessary training. Reviews subcontractor deliverables and invoices and approves for payment. Approves invoices being submitted to the government. Responsible for contract compliance and quality control. Appoints project managers and supervises their activities. Approves all required products and deliverables. Responds to the Contracting Officer's Representative's questions and requests. Reviews contract execution to identify problems and ensure that the government is provided timely notification of funding or execution related issues. Minimum 10 years experience at a similar level and minimum of a bachelor's degree in business, management or a field related to the work under the contract.

- 15 Coordinator:** Coordinates both major and minor special events or projects for the government. Directly interfaces with government customers and other supporting agencies. Writes statements of work when contractor support is required and de-conflicts scheduling.
- 16 Database Programmer:** Writes, analyzes, reviews, and rewrites programs that support the creation and maintenance of databases. Assists computer programmers and senior automated system developers to design and implement new systems, reports, and web sites. Configures database engines and writes queries. Implements concepts and operations from workflow charts or diagrams. Compiles and writes documentation of data structure and program development and subsequent revisions. Revises or directs revision of existing programs to increase operating efficiency or adapt to new requirements. Consults with managerial and engineering and technical personnel to clarify program intent, identify problems, and suggest changes. Assists in the writing of instructions to guide operating personnel in the use of new systems. Prepares records and reports.
- 17 Event Manager, Junior:** Provides basic logistic and planning support related to conference and special event management. Works with a Senior Project Manager to design develop and implement conferences and meetings at the local, national and regional levels. Provides administrative and logistical support for activities such as site selection, on site logistical support and conference registration. Ensures all administrative requirements related to event management are met in order to ensure effective and efficient delivery of event management services to the client for whom they are planning an event.
- 18 Event Manager:** Works with a Senior Project Manager to design develop and implement conferences and meetings at the local, national and regional levels. May lead small to medium sized events independent of direct supervision. Responsible for all program planning logistics which includes site selection, contracting for space, logistical support, audio visual support, negotiations with the contracting site and oversight and management of the delivery of services. Ensure the operational integrity of the event planning process; and ensure that all administrative requirements are met. Ensures that all funds expended in support of convergences and meetings are deployed within the boundaries established by the customer and meet Government Joint Travel Regulation (JTR) policy. Tracks project progress on an ongoing basis and provides assistance in

developing after action reports.

- 19 Event Manager, Senior:** Supports conference activities by assuring that all events assigned to are planned and executed efficiently and economically and are executed within established guidelines. Works with a Senior Project Manager to design develop and implement conferences and meetings at the local, national and regional levels. Responsible for all program planning logistics which includes site selection, contracting for space, logistical support, audio visual support, negotiations with the contracting site and oversight and management of the delivery of services. Ensure the operational integrity of the event planning process; and ensure that all administrative requirements are met. Ensures that all funds expended in support of convergences and meetings are deployed within the boundaries established by the customer and meet Government Joint Travel Regulation (JTR) policy. Coordinates all event management activities including: in-service training of program planning committee members, projection and management of conference budgets, assuring the appropriate use of resources including supplies, equipment, and staff. Be able to travel frequently. Responsible for the event management portion of the conference budget and for monitoring the budgetary and financial activities of the event. Collaborate with the Program Manager to assure that event management funds committed to the projects are within the scope of his/her responsibility and are managed appropriately. Ensures that funds are allocated appropriately to support the program and logistical needs related to the event are met in a cost effective manner. Oversees the contracting process for the events they manage and in collaboration with the Program Manager, ensures that all contracts for events they manage are well designed and comply with all Government policies and regulations. Ensures all administrative requirements related to event management are met in order to ensure effective and efficient delivery of event management services to the client for whom they are planning an event. Prepares or coordinates administrative and fiscal reports related to the meetings or conferences they plan and ensure their accuracy. They are responsible for ensuring that accurate event planning data regarding all assigned projects are tracked and accounted. Prepares after action reports on all events.
- 20 Financial Analyst:** Performs analytical and evaluative work requiring a comprehensive knowledge of (1) the theory and principles of finance applicable to the full range of financial operations and transactions involved in the general activities of the various types of business corporate organizations; (2) the financial and management organization, operations, and practices of such corporate organizations; (3) pertinent statutory or regulatory provisions; and (4) related basic economic, accounting, and legal principles.
- 21 Financial Analyst Senior:** Performs analytical and evaluative work requiring a comprehensive knowledge of (1) the theory and principles of finance applicable to the full range of financial operations and transactions involved in the general activities of the various types of business corporate organizations; (2) the financial and management organization, operations, and practices of such corporate organizations; (3) pertinent statutory or regulatory provisions; and (4)

related basic economic, accounting, and legal principles. Advises senior managers, writes reports, and may supervise other financial analysts

- 22 Instructor:** Employs approved instructional methods and materials to conduct transition and job assistance training. Sets up classroom facilities, distributes handouts, and conducts classroom exercises. Responds to participant questions. Provides after-action reports as required.
- 23 Instructor, Senior:** Supervises the conduct of complex training programs. Trains and supervises instructors. Assigns instructors responsibility for instructional modules and exercises. Conducts rehearsals. Critiques instructor performance and provides remedial training. Provides after-action reports as required.
- 24 Instructional Designer, Senior:** Analyzes content, targets audience job tasks and learner environment and identifies the training strategy that will direct students toward the achievement of course goals and learning objectives. Defines course objectives and designs courseware presentation and practice activities, which train students to achieve performance objectives. Designs and develops testing schemes that measure the student's mastery of course material and evaluate the student's ability to perform targeted job tasks. Ensuring standards and conventions are followed and with assistance from the Director of Quality Control, directing Quality Control process. Supervises the conduct of complex training programs. Trains and supervises instructors. Assigns instructors responsibility for instructional modules and exercises. Conducts rehearsals. Critiques instructor performance and provides remedial training. Provides after-action reports as required. Employs approved instructional methods and materials to conduct transition and job assistance training.
- 25 Lean Six Sigma Analyst, Green Belt:** Green Belts are involved in and knowledgeable about day-to-day operations and operate under the guidance of Black Belts and support them in achieving the overall results. Lean Six Sigma as a problem-solving approach has traditionally been used in fields such as business, engineering, and production processes. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact.
- 26 Lean Six Sigma, Black Belt:** They operate under Master Black Belts to apply Six Sigma methodology to specific projects. They primarily focus on Six Sigma project execution, whereas Master Black Belts focus on identifying projects/ functions for Lean Six Sigma. Lean Six Sigma as a problem-solving approach has traditionally been used in fields such as business, engineering, and production processes. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact.
- 27 Lean Six Sigma, Master Black Belt:** Acts as in-house expert coaches for the organization on Lean Six Sigma. They assist the organization's senior leadership/executives and guide Black Belts and Green Belts. Apart from the usual rigor of statistics, their time is spent on ensuring integrated deployment of Lean Six Sigma across various functions and departments. The core of the Lean Six Sigma methodology is a data-driven, systematic approach to problem solving, with a focus on customer impact

- 28 Librarian, Senior:** Organizes collections of books, publications, documents, audiovisual aids, and other reference materials for convenient access. Reviews and evaluates resource material to select and order books, periodicals, audiovisual aids, and other materials for acquisition. Assists patrons in selecting books and informational material and in research problems. Codes, classifies, and catalogs books, publications, films, audiovisual aids, and other library materials. Researches, retrieves, and disseminates information from books, periodicals, reference materials or commercial databases in response to requests. Manages library resources stored in files, on film, or in computer databases for research information. Reviews, compiles, and publishes listing of library materials, including bibliographies and book reviews, to notify users. Explains use of library facilities, resources, equipment, and services and provides information governing library use and policies. Manages library program and may supervise other librarians. Assembles and arranges display materials.
- 29 Logistician:** Directs, develops, or performs logistics management operations that involve planning, coordinating, or evaluating the logistical actions required to support a specified mission, weapons system, or other designated program. The work involves (1) identifying the specific requirements for money, manpower, material, facilities, and services needed to support the program and (2) correlating those requirements with program plans to assure that the needed support is provided at the right time and place. Logistics work requires (1) knowledge of agency program planning, funding, and management information systems, (2) broad knowledge of the organization and functions of activities involved in providing logistical support, and (3) ability to coordinate and evaluate the efforts of functional specialists to identify specific requirements and to develop and adjust plans and schedules for the actions needed to meet each requirement on time. Positions in this series require some degree of specialized knowledge of some or all of the logistics support activities involved. The paramount qualification requirement, however, is the ability to integrate the separate functions in planning or implementing a logistics management program.
- 30 Logistics Specialist:** Performs logistics tasks associated with logistics engineering, scientific or general data processing functions within Governmental and/or civil development, acquisition, sustainment and/or operational environments. Interfaces with individual users to resolve operational and/or business processes, and/or routine technical, problems. Coordinates tasks with other employees, trains and assists less-experienced personnel. Participates as individual contributor and as member of multiple cross-functional integrated product teams and/or functional area teams.
- 31 Marketing Specialist:** Assists and advises project manager to conduct effective marketing programs in support of contract objectives. Assists in the coordination of marketing activities with government agency personnel and contractor employees. Drafts replies to media inquiries for approval by responsible government/contractor authority.
- 32 Network Engineer:** Analyzes test data and recommends hardware or software for purchase. Identifies areas of operation, which need upgraded equipment,

such as modems, fiber optic cables, and telephone wires. Tests and evaluates hardware and software to determine efficiency, reliability, and compatibility with existing system. Reads technical manuals and brochures to determine equipment, which meets establishment requirements. Monitors system performance. Conducts survey to determine user needs. Develops and writes procedures for installation, use, and solving problems of communications hardware and software. Visits vendors and reviews literature to learn about available products or services. Assists users to identify and solve data communication problems. Trains users in use of equipment.

- 33 Network Engineer, Senior:** Provides high level support to contract operations by supervising network engineers, advising contract managers, automation technical experts, and solving complex network problems. Analyzes test data and recommends hardware or software for purchase. Identifies areas of operation, which need upgraded equipment, such as modems, fiber optic cables, and telephone wires. Tests and evaluates hardware and software to determine efficiency, reliability, and compatibility with existing system. Reads technical manuals and brochures to determine equipment, which meets establishment requirements. Monitors system performance. Conducts survey to determine user needs. Develops and writes procedures for installation, use, and solving problems of communications hardware and software. Visits vendors and reviews literature to learn about available products or services. Assists users to identify and solve data communication problems. Trains users in use of equipment. Minimum of 10 years experience in the field and minimum of a bachelor's degree in Engineering, Computer Science, Information Systems or related degree.
- 34 Project Manager:** Responsible for the planning and execution of all activities related to a contract delivery order. Ensures that all personnel assigned to a task meet government qualification standards and receive necessary training. Reviews subcontractor deliverables and invoices and approves for payment. Approves invoices being submitted to the government. Reviews all deliverables prior to their submission for acceptance. Advises the Program Manager on the status of the project. Minimum 10 years experience in the related field and minimum of a bachelor's degree.
- 35 Research Analyst:** Analyzes problem in terms of management information and conceptualizes and defines problem. Prepares model of problem in form of one or several equations that relates constants and variables, restrictions, alternatives, conflicting objectives and their numerical parameters. Specifies manipulative or computational methods to be applied to model. Performs validation and testing of model to ensure adequacy, or determines need for reformulation. Evaluates implementation and effectiveness of research. Designs, conducts, and evaluates experimental operational models where insufficient data exists to formulate model. Develops and applies time and cost networks to plan and control large projects. Defines data requirements and gathers and validates information, applying judgment and statistical tests. Studies information and selects plan from competitive proposals that afford maximum probability of profit or effectiveness relating to cost or risk. Prepares for management reports

defining problem, evaluation, and possible solution.

- 36 Research Support Specialist:** Analyzes verbal or statistical data to prepare reports and studies for use by professional workers in variety of areas, such as science, social science, law, medicine, or politics: Searches sources, such as reference works, literature, documents, newspapers, and statistical records, to obtain data on assigned subject. Analyzes and evaluates applicability of collected data. Prepares statistical tabulations, using calculator or computer. Writes reports or presents data in formats such as abstracts, bibliographies, graphs, or maps. May interview individuals to obtain data or draft correspondence to answer inquiries.
- 37 Senior Consultant:** Performs a wide variety of complex technical activities in support of contract transition service activities. Develops operational concepts, plans, and instructions. Identifies alternative courses of action and makes recommendations. Serves as an assistant to senior consulting specialists, technical directors, project managers, and the program manager.
- 38 Senior Consulting Specialist:** Manages a wide variety of complex technical activities in support of contract transition service activities. Develops sophisticated operational concepts, plans, and instructions. Serves as a principal assistant to technical directors, project managers, and the program manager.
- 39 Support Staff:** Performs a wide variety of routine administrative and logistical tasks in support of contract operations.
- 40 Systems Analyst:** Analyzes and tests computer programs or system to identify errors and ensure conformance to standard. Consults with staff and users to identify operating procedure problems. Formulates and reviews plans outlining steps required to develop programs to meet staff and user requirements. Devises flow charts and diagrams to illustrate steps and to describe logical operational steps of program. Writes documentation to describe and develop installation and operating procedures of programs. Coordinates installation of computer programs and operating systems, and tests, maintains, and monitors computer system. Reads manuals, periodicals, and technical reports to learn how to develop programs to meet staff and user requirements. Writes and revises program and system design procedures, test procedures, and quality standards. Reviews and analyzes computer printouts and performance indications to locate code problems. Modifies program to correct errors by correcting computer codes.
- 41 System Administrator Level I:** Administers and controls the activities related to data planning and development. Evaluates system specifications, input/output processes, and working parameters for hardware/software compatibility. Responsible for the establishment of policies and procedures pertaining to system management, security, maintenance, and utilization. Troubleshoots networking and operating system problems. Requires a Bachelor's degree in Computer Science, Information Systems, Engineering, or other related discipline. Requires a minimum of 4 years of experience in administering UNIX or open system-compliant systems. General experience will include operations experience on large-scale computer systems or multi-server local area networks.
- 42 System Administrator Level II:** Administers and controls the activities related to

data planning and development. Evaluates system specifications, input/output processes, and working parameters for hardware/software compatibility. Responsible for the establishment of policies and procedures pertaining to system management, security, maintenance, and utilization. Troubleshoots networking and operating system problems. Requires a Bachelor's degree in Computer Science, Information Systems, Engineering, or other related discipline. Requires a minimum of 4-8 years of experience in administering UNIX or open system-compliant systems. General experience will include operations experience on large-scale computer systems or multi-server local area networks.

- 43 System Administrator Level III:** Administers and controls the activities related to data planning and development. Evaluates system specifications, input/output processes, and working parameters for hardware/software compatibility. Responsible for the establishment of policies and procedures pertaining to system management, security, maintenance, and utilization. Troubleshoots networking and operating system problems. Requires a Bachelor's degree in Computer Science, Information Systems, Engineering, or other related discipline. Requires a minimum of 8-12 years of experience in administering UNIX or open system-compliant systems. General experience will include operations experience on large-scale computer systems or multi-server local area networks.

- 44 Task Leader/Principal Investigator (Behavioral):** Manages large, complex projects; develops research and evaluation plans; analyzes data; provides policy recommendations; writes technical reports and prepares and presents briefings to executive-level decision makers. Has a minimum of a Masters degree in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus 10 years of related work experience, or a PhD in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus five years of related work experience.

- 45 Technical Contributor, Entry-Level:** Manages small, less complex projects; develops plans; analyzes data; makes recommendations; writes reports and prepares briefings for stakeholders and decision makers. Has a minimum of a Masters degree in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus 10 years of related work experience, or a PhD in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus five years of related work experience.

- 46 Technical Contributor, Mid-Range:** Works closely with Task Leaders and Senior Technical Contributors to develop research and evaluation plans, collect and analyze data, develop recommendations and prepare reports, presentations, and briefings. Has a minimum of a Bachelors degree in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus seven years of related work experience, or a Masters degree in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus three years of related work experience.

- 47 Technical Contributor, Senior:** Manages large, complex projects; develops research and evaluation plans; analyzes data; provides policy recommendations; writes technical reports and prepares and presents briefings to executive-level decision makers. Has a minimum of a Masters degree in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus 10 years of related work experience, or a PhD in a behavioral science, operations research, mathematics, statistics, economics, engineering or computer science field, plus five years of related work experience.
- 48 Technical Director:** Works directly for the project manager. Manages large, complex technical initiatives in support of transition services contract projects. May include management of the development of automated or non-automated systems, concepts, initiatives, and studies. Reviews and approves all deliverables prior to submission to the project manager. Identifies required subcontractors and vendors and recommends their use. May manage subcontractor work. Approves subcontractor/vendor products for acceptance and invoices for payment.
- 49 Technical Director, Senior:** Provides advice and insight about probable effects and alternative solutions to administrative problems. Reviews technical products. Provides direct support to technical and operational activities. Identifies sources of relevant information and data. Directs the activities of other analysts in the analysis of data and information. Evaluates data and information to monitor status of on going operations. Alerts key personnel of operational problems and suggest potential solutions or methods for collecting additional information. Assists in the development of technical and operational documents and plans. Assists in the implementation of technical and operational activities. Designs experiments to support evaluation of management and technical activities. Organizes, directs, and leads administrative efforts in the concept formulation and project planning in functional areas such as human resources management and operations, logistics, business transformation, finance and budget and HR-related systems. Develops alternate approaches and work plans. Evaluates for performance and operating characteristics against costs and development risks. Conducts engineering analyses and trade-off studies and technical reviews in area of technical expertise. Responsible for reviewing the work of other engineers and ensuring concurrent engineering and horizontal integration is included among all engineering and technical disciplines.
- 50 Web Developer:** Designs, develops, implements, and maintains web sites and web pages to deliver or support transition services programs. Works with and coordinates the efforts of programmers, database experts, graphic artists, and functional experts to achieve web site objectives. Participates in meetings with contract customers and other contractor personnel to identify web site requirements and preferences. Conducts testing to ensure that web sites meet all government regulations and restrictions and that the web sites operate on all relevant platforms and with all common browsers. Develops and implements necessary internet security measures to protect the site's integrity and data.
- 51 Web Instructional Designer, Senior:** Designs, develops, and implements web

sites/pages to deliver educational content to target audience IAW defined training strategy such that students are able to achieve training course goals and learning objectives. Works with and coordinates efforts of the human resources instructional designer and those of programmers, web and database experts. Participates in meetings with human resources instructional designer and other contractor and government personnel as appropriate. Provides oversight for or conducts web site testing to ensure automated instructional formats operate adequately and include necessary security measures to protect users and the site's integrity and usefulness.

- 52 Administrative Assistant:** Assists operational and technical experts and managers to perform their functions. Assists in daily operations and the planning and conduct of special events and activities. Responsible for the preparation of correspondence and maintenance of files and records. Coordinates and directs office services, such as records and budget preparation, personnel, and housekeeping, to aid operational and technical personnel.
- 53 Budget Analyst:** Analyzes accounting records to determine financial resources required to implement program and submits recommendations for budget allocations. Reviews operating budgets periodically to analyze trends affecting budget needs. Analyzes costs in relation to services performed during previous fiscal years to prepare comparative analyses of operating programs. Recommends approval or disapproval of requests for funds. Advises staff on cost analysis and fiscal allocations. Correlates appropriations for specific programs with appropriations for divisional programs and includes items for emergency funds. Directs preparation of regular and special budget reports to interpret budget directives and to establish policies for carrying out directives. Consults with unit heads to ensure adjustments are made in accordance with program changes to facilitate long-term planning. Directs compilation of data based on statistical studies and analyses of past and current years to prepare budgets.
- 54 Computer Programmer:** Analyzes, reviews, and writes/rewrites programs, using workflow chart and diagram, applying knowledge of computer capabilities, subject matter, and symbolic logic. Converts detailed logical flow chart to language that can be processed by computer. Resolves symbolic formulations, prepares flow charts and block diagrams, and encodes resultant equations for processing. Develops programs from workflow charts or diagrams, considering computer storage capacity, speed, and intended use of output data. Prepares or receives detailed workflow chart and diagram to illustrate sequence of steps to describe input, output, and logical operation. Compiles and writes documentation of program development and subsequent revisions. Revises or directs revision of existing programs to increase operating efficiency or adapt to new requirements. Consults with managerial and engineering and technical personnel to clarify program intent, identify problems, and suggest changes. Participates in unit testing and system testing procedures. Writes instructions to guide operating personnel during production runs. Prepares records and reports.
- 55 Plans and Operations Administrator:** Analyzes and review a wide variety of plans and related operations and determines recommended changes to improve

efficiency. Oversees plans and operation of all types to assure compliance with standards and special requirements