COMMERCIAL PRICE LIST

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1 LABOR CATEGORIES

1.1 BIDS AND PROPOSAL PROFESSIONAL SERVICES

1.1.1 Bids and proposals Labor Category Rates

Labor Category Name	Labor Rate
Logistician	$134.43
Technical Writer I	$98.32
Technical Writer II	$109.24
Technical Writer III	$121.37

1.1.2 Bids and proposals Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Logistician	**Minimum/General Experience:** 8+ years of relevant professional experience with 3+ years of experience focused planning, coordinating, and overseeing the movement and distribution of goods, services, and information within an organization or across its supply chain. **Functional Responsibilities:** Develops value-added approaches to logistics challenges employing analysis, innovation, and experience; utilizes decision support tools to perform network studies, routing organization, and transportation rate analyses; identifies and implements improvements to existing operations; interfaces with the customer to fully and accurately define requirements and solution approach, ensures the gathering of accurate information required for analysis; applies quality management philosophies and methodologies; manufacturing operations, shipping, receiving, inventory control, transportation, and other related requirements; performs tactical priority-setting in the logistics environment; provides technical and operational support, and manages risk and contingency planning. Manages the asset life cycle	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	program, prepares asset purchase forecasts and assists in procurement processes.		
Technical Writer II	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2+ years of experience in editing documents, including a minimum of 1+ year editing technical documents. Must demonstrate the ability to work independently or under only general direction. **Functional Responsibilities:** Assists in collecting and organizing information required for the preparation of user manuals, training materials, installation guides, proposals, policies, and reports. Edits functional descriptions, system specifications, user manuals, special reports, or any other customer deliverables and documents.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Technical Writer II	**Minimum/General Experience:** 5 – 8 years of relevant professional experience with a minimum of 3+ years of experience in editing documents, including a minimum of 2+ years editing technical documents. Must demonstrate the ability to work independently or under only general direction. **Functional Responsibilities:** Excels in creating complex technical documentation, including user guides, manuals, and online help systems, catering to a diverse audience. Collaborates closely with subject matter experts and engineers to gather in-depth technical information and convert it into clear, concise, and user-friendly content. Leads documentation projects, develops documentation plans, and manages documentation teams. Plays a crucial role in maintaining documentation standards, conducts reviews, and ensures compliance with regulatory requirements.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Technical Writer III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years of experience in editing documents, including a minimum of 3+ years editing technical documents. Must demonstrate the ability to work independently or under only general direction.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	Functional Responsibilities: Leads in defining the overall documentation strategy. Sets documentation standards, establish best practices, and ensures consistency across all documentation. Takes on project management roles for documentation projects, oversees project planning, resource allocation, and documentation schedules to ensure timely delivery of high-quality documentation. Manages globalization and localization efforts, ensures documentation is suitable for a global audience. Establishes rigorous quality assurance processes, conducts thorough reviews, audits, and compliance checks to maintain documentation accuracy, consistency, and regulatory compliance. Specializes in writing documentation that adheres to complex regulatory standards, ensures that documentation complies with industry-specific regulations and certifications. Uses analytics tools to track user engagement with documentation, gathering insights to continuously improve content and user experiences.		

1.2 Digital Services Labor Categories and Rates

1.2.1 Digital Services Labor Rates

Labor Category Name	Labor Rate
Adaptive Technology Specialist Sr	$77.86
Apple Engineering Specialist	$124.11
Application Developer I	$136.32
Application Developer II	$148.59
Application Developer III	$161.96
Application Engineer I	$142.00
Application Engineer II	$157.77
Application Engineer III	$175.31
Business Analyst	$103.18
Business Analyst II	$112.35
Business Analyst III	$124.84
EUT Specialist SME	$149.41

Portal Consultant	$201.26
Quality Assurance Analyst	$96.54
Quality Assurance Engineer I	$136.75
Quality Assurance Engineer II	$151.94
Quality Assurance Engineer III	$168.83
Scrum Master I	$267.95
ServiceNow - Data Manager	$165.34
ServiceNow - Integration Specialist	$192.40
ServiceNow - Subject Matter Expert	$311.49
ServiceNow Architect - Enterprise	$278.26
ServiceNow Architect - Platform	$278.26
ServiceNow Architect - Technical	$278.26
ServiceNow Business Analyst	$153.69
ServiceNow Business Analyst II	$175.84
ServiceNow Business Analyst III	$209.08
ServiceNow Developer	$180.48
ServiceNow Developer II	$248.50
ServiceNow Developer III	$273.07
ServiceNow Infrastructure Security Lead	$192.39
ServiceNow IT Risk and Compliance Lead	$200.26
ServiceNow OCM Lead	$193.88
ServiceNow Platform Administrator	$180.17
ServiceNow Program Manager	$235.06
ServiceNow Quality Assurance Lead	$184.02
ServiceNow Training Lead	$162.17
SharePoint Administrator I	$122.23
SharePoint Administrator II	$135.81
SharePoint Administrator III	$150.90
SharePoint Developer I	$132.83
SharePoint Developer II	$147.58
SharePoint Developer III	$163.98
Software Application Tester I	$103.51
Software Application Tester II	$140.04
Software Application Tester III	$152.64
UI/UX Designer	$215.85
User Experience Engineer	$99.04
User Experience Manager	$108.74

1.2.2 Digital Services Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Adaptive Technology Specialist Sr	**Minimum Education Level:** Bachelor's Degree **Functional Responsibility:** Provides accessibility, Section 508 and W3C testing of all types of electronic and information technology products. Responsible for accessibility analysis, design, and development experience on large, highly dynamic sites and applications. He or she has a solid knowledge of HTML, DHTML, JavaScript, AJAX, and .net coding techniques. Possesses a strong understanding of accessible user interface design practices and principles. Accessibility Engineers provide clients with access to dedicated assistive technology and assistive technologies. Accessibility Engineers also focus heavily on IT accessibility testing and Section 508 compliance. Accessibility Engineers are individuals with expertise in specific assistive technologies.	7 Years	Bachelor's Degree
Apple Engineering Specialist	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Responsible for providing back-end engineering support on MAC operating systems. Interface with senior government personnel daily. Responds to and resolves end user issues that require advanced knowledge of Apple or iOS systems. Updates status of queued service requests with the IT service management system. JAMF certification and other Apple Certification desired.	5 Years	Bachelor's Degree or equivalent experience and training
Application Developer I	**Minimum/General Experience:** 2 + years of professional experience in software development. **Functional Responsibilities:** Writes clean, efficient, and maintainable code following coding standards and best practices. Demonstrates proficiency in programming languages and technologies related to the job, such as Java, Python, JavaScript, etc. Analyzes and solves technical challenges, bugs, and issues in software applications. Collaborates with senior developers and designers to implement software features and functionality based on project requirements. Conducts unit testing and debugging to ensure the reliability and quality of code. Creates and maintains technical documentation,	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	including code comments and system documentation. Participates in code reviews, learns from feedback, and improves coding skills. Works closely with cross-functional teams, including product managers, QA engineers, and other developers. Writes programs according to specifications, which may be provided by engineers, technical architects, or other computer scientists. Updates, repairs, modifies, and expands existing computer programs.		
Application Developer II	**Minimum/General Experience:** 5+ years of professional experience in software development. **Functional Responsibilities:** Leads and contributes to complex software development projects. Designs scalable and maintainable software architecture. Maintains high code quality standards and mentors junior developers. Tackles technical challenges and provides innovative solutions. Leads or contributes significantly to project planning and management. Proficiency in both front-end and back-end development. Develops comprehensive testing strategies. Creates and maintains technical documentation. Works closely with cross-functional teams. Identifies and optimizes application performance.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Application Developer III	**Minimum/General Experience:** 8+ years of professional experience in software development. **Functional Responsibilities:** Designs and develops complex software architectures. Provides leadership and mentorship within the development team. Proficiency in front-end and back-end development. Maintains high code quality standards and conducts reviews. Tackles complex technical challenges and provides innovative solutions. Contributes significantly to project planning and execution. Collaborates effectively with cross-functional teams. Develops comprehensive testing strategies. Creates and maintains technical documentation. Ensures robust security measures and compliance. Identifies and optimizes application performance. Explores emerging technologies and tools. Addresses technical debt and maintains codebase. Manages CI/CD pipelines for streamlined deployment. Leads change management efforts for updates and improvements. Mentors and coaches junior developers. Plans for application scalability. Participates in strategic decision-making and development roadmaps.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

Application Engineer I	**Minimum/General Experience:** 1+ year of professional experience in software development. Must possess entry - mid knowledge of software architecture, design patterns and best practices. **Functional Responsibilities:** Writes, tests, and maintains code. Demonstrates proficiency in relevant languages. Helps design software applications. Analyzes and resolves technical issues. Conducts unit testing and assists in quality assurance. Creates and maintains technical documents. Works with cross-functional teams. Assists in project management tasks. Gathers and analyzes project requirements. Addresses performance issues. Assists in deploying applications. Follows security best practices. Provides troubleshooting and support. Works with UX/UI designers on user interfaces. Ensures adherence to standards and policies.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Application Engineer II	**Minimum/General Experience:** 5+ years of professional experience in software development. Must possess advanced knowledge of software architecture, design patterns and best practices. **Functional Responsibilities:** Designs complex software architectures, maintains high code quality, and leads technical teams, ensuring efficient problem-solving and innovation. Their responsibilities span full-stack development, project management, and collaboration with cross-functional teams. Develops and executes comprehensive testing strategies, optimizes performance, and enforces security measures. Evaluates emerging technologies, manages codebase maintenance, and drives CI/CD implementation. Leads change management efforts, mentors junior developers, and contributes to strategic decision-making while staying current with industry trends. Ensures software aligns with organizational objectives.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Application Engineer III	**Minimum/General Experience:** 8+ years of professional experience in software development. Must possess advanced knowledge of software architecture, design patterns and best practices. **Functional Responsibilities:** Leads architectural decisions, designs intricate software systems, and prioritizes scalability, performance, and security. Provides mentorship to junior developers, offering guidance, and code reviews. Collaborates seamlessly with cross-functional teams, including product managers and QA engineers, ensures project success and alignment with business objectives. Excels in problem-solving, innovation, and project leadership, contributes to efficient project planning and execution. Responsible for implementing advanced testing strategies, enforces security	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	measures, and maintains high-quality standards. Evaluates emerging technologies and plays a crucial role in strategic decision-making, architectural direction, and mentorship within the development team. Drives software projects, maintains codebase integrity, and ensures alignment with organizational goals.		
Business Analyst	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Senior staff professional with general knowledge of the domain area. Performs tasks requiring little independent judgment. Works at the task level with supervision and guidance from senior staff. Analyzes and evaluates moderately complex user requirements by coordinating with the user to define the problem, data availability, report requirements, and system design problems. Defines system objectives and prepares system design specifications. Analyzes alternative means of deriving input data to select the most accurate, feasible, and economical methods. Defines input and output file specifications including file organization. Defines controls, conversion procedures, and system implementation plans. May provide task direction to team members.	6 Years	Bachelor's Degree or equivalent experience and training
Business Analyst II	**Minimum/ General Experience**: 5- 8 years of relevant professional experience and 3+ years working within organizations to identify and analyze business problems and opportunities, and then help design and implement effective solutions. **Functional Responsibilities:** Performs functional and technical analysis, assessment, and development tasks. Formulates and defines systems scope and objectives through user needs and an understanding of business systems and industry requirements. Develops or modifies procedures to solve complex problems within information systems. Performs at an advanced technical level on all phases of analyzing business and user needs, documenting requirements, and translating into proper system requirement	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	specifications. Assists Asset Manager in performing inventory tracking and analysis duties.		
Business Analyst III	**Minimum/General Experience:** 8+ years of relevant professional experience and 5+ years working within organizations to identify and analyze business problems and opportunities, and then help design and implement effective solutions. **Functional Responsibilities**: Consults with client or department heads to define need or problem. Oversees research, administers studies, evaluates survey results to obtain data, and analyzes data to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as non-technical, such as accounting, business organization and management, communications, finance, marketing, social science, and related fields.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
EUT Specialist SME	**Functional Responsibility:** Performs day-to-day activities required to manage and lead the support of incident management related to IT failures of the end user hardware. Troubleshoots complex issues and provides incident resolution for all related incidents requiring escalated support or subject matter enterprise within the end-user hardware and software, including end-user equipment, local and network printers, HDD, and removable media encryption. Provides supervision and direction as needed to support staff, including technical direction.	8 Years	Bachelor's Degree

Portal Consultant	**Minimum/General Experience:** 1-4 years of relevant professional experience in web development with a minimum of 2+ years of working closely with application and UX/UI developers in a ServiceNow environment **Functional Responsibilities:** Responsible for the end-to-end management of web portals, from design and development to security and usability. Creates and customizes portals, integrates them with other systems, and ensures content is organized and up to date. Configures collaboration features to enhance communication and teamwork. Provides user support, monitors portal performance, and analyzes user behavior. Keeps software updated and evaluates portal solutions. Optimizes internal communication, shares knowledge, and collaborates within the organization.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Quality Assurance Analyst	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Provides development of project Software Quality Assurance Plan and the implementation of procedures that conform to the requirements of the contract as detailed in the Quality Assurance Surveillance Plan. Provides an independent assessment of how the project's software development process is being implemented relative to the defined process and recommends methods to optimize the organization's process. Performs regular internal audits to ensure proper quality control. The QA Specialist is responsible for system and/or application testing (client server and web applications) to ensure that the system/application software is compliant with the access control exposure. Detailed tasks include developing a system/application test plan/design, test procedures and complete test reporting documentation, test execution and tracking, and release management. Includes testing both the functionality of the application via the front end and validate the test results via the back end. Testing is done using several testing tools like Load runner and WinRunner. Responsible for developing the test cases system/application test plan/design, test procedures and leading a team of testers in performing the unit, and integrated system (functional, load, regression) testing of complex software/systems. Responsible for reviewing the test reporting documentation, test execution and tracking, and release management. Responsible for	6 Years	Bachelor's Degree or equivalent experience and training

	ensuring that the system/application software is compliant with the access control exposure.		
Quality Assurance Engineer I	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2+ years in quality assurance spanning a variety of technical areas such as software, web, and database development and/or network, systems, cybersecurity, and virtual cloud environment. **Functional Responsibilities:** Assists in test planning and strategy development, creating test cases, and executing manual and automated tests to identify software defects. Reports and tracks issue, collaborates with developers to resolve defects, and ensures product quality. Helps document test processes and maintain test documentation. They actively participate in test automation efforts, supporting the creation and maintenance of test scripts and frameworks. They also contribute to continuous improvement by providing feedback on testing processes and participates in knowledge sharing within the QA team.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Quality Assurance Engineer II	**Minimum/General Experience:** 5 – 8 years of relevant professional experience with a minimum of 5+ years of experience in quality assurance spanning a variety of technical areas such as software, web, and database development and/or network, systems, cybersecurity, and virtual cloud environment. **Functional Responsibilities:** Responsible for serving as QA engineer on a variety of IT projects and programs across the enterprise. Works with vendor partners, users, technical teams, and leadership to establish testing protocol and reporting status, risks, and concerns to leadership. Test fixes prior to and after implementation. Establishes and manages bug and issue tracking systems as well as test case management processes. Establishes controls for continuous testing and deployment processes across enterprise environments and establishes an audit and review program. Establishes and monitors relevant KPI's and manages a supplier/vendor management program. Assists in the development of project requirements, SOW, and contractual responsibilities. Develops presentations, documentation, and reports for leadership as required.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

Quality Assurance Engineer III	**Minimum/General Experience:** 8+ years of experience of relevant professional experience with a minimum of 5+ years of experience in software quality assurance and testing. **Functional Responsibilities:** Develops high-level test strategies and oversees test planning for complex projects, aligning with business goals. Leads and mentors' automation efforts, including framework design and ROI analysis. Champions process enhancements and automation initiatives to increase testing efficiency and effectiveness. Identifies and mitigates project risks related to quality, providing recommendations. Defines and tracks key quality metrics, offering insights into project quality and suggesting improvements. Mentors junior QA engineers, conducts training sessions and shares expertise. Collaborates with end-users during UAT to ensure software meets expectations. Stays updated with industry trends and innovations. Effectively communicates with stakeholders to align on quality objectives.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Scrum Master I	**Minimum/General Experience:** 1 – 4 years of relevant professional experience with a minimum of 2+ years performing the primary role of a Scrum Master facilitating and supporting the Scrum framework within an Agile development team. Possess certificates that focus on Scrum and Agile such as: Certified ScrumMaster (CSM); Professional Scrum Master (PSM); Certified Scrum Professional (CSP); SAFe Scrum Master; Certified Agile Coach (CAC); Agile Certified Practitioner (PMI-ACP). **Functional Responsibilities:** Facilitates Scrum ceremonies and ensures team follows Scrum practices. Identifies and removes impediments hindering the team's progress. Fosters a culture of continuous improvements and facilitates retrospectives. Collaborates with stakeholders and ensures alignment with the team's goals. Assists the product owner in backlog refinement and prioritization. Leads by example and empowers the team to make decisions. Assists in the mediation of conflict resolution.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

ServiceNow - Data Manager	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years accountability for managing and maintaining data/IT configuration items and data governance for a NOW platform including accountability for the configuration management database (CMDB). Possess ServiceNow certificates that focus on CMDB and data management such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS)– CMDB; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Holds overall accountability for managing and maintaining data/IT configuration items for the platform. Responsible for overseeing data standards and data governance. Owner of CMDB. Ensures CMDB is current, accurate and stable. Maintains data dictionary. Owns data model for the platform. Defines KPI's to manage the effectiveness of the data. Responsible for data integrations such as Discovery or 3rd party solutions to enrich CIs in the CMDB. Promotes awareness and acceptance of the CMDB. Ensures CMDB is linked to business objectives. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M). Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
ServiceNow - Integration Specialist	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years accountability for designing, developing, implementing, and maintaining integrations between the ServiceNow platform and other systems or applications. Possess ServiceNow certificates that focus on integration such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS)and associated Micro Certification for API, Integration Hub, Event Management and Orchestration; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Understands integration requirements and designs integration solutions that meet these needs. Design provides authentication and security measures that protect data in transit and compliant with security policies and regulations. Writes code and configures integration mechanisms using ServiceNow's integration tools and technologies. Maps data fields between ServiceNow and external systems. Works with various APIs (Application Programming Interfaces) to establish connections with	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	external systems. Tests and validates integration functionality. Trains and supports users and administrators who interact with the integrated systems. Monitors the integrations and optimizes performance and efficiency. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow - Subject Matter Expert	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years providing guidance, support, and leadership related to ServiceNow implementation and usage within an organization. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules such as ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS); ServiceNow Certified Application Developer (CAD); ServiceNow Certified Business Process Specialist (CBP); ServiceNow Certified Integration Specialist. **Functional Responsibilities:** Customizes the platform to align with specific business requirements, analyzes and translates these needs into technical solutions, and optimizes processes for efficiency as well as ensure solutions adhere to security standards and compliance requirements. Manages integrations, troubleshoots technical issues, and ensures the platform's security and compliance. Shares knowledge and skills with administrators and end-users, enables others to effectively utilize and maintain ServiceNow instances. Plays a vital role in platform governance, performance optimization, and staying up to date with the latest ServiceNow features and enhancements. Contributes to a seamless user experience, facilitates change management processes, and creates comprehensive documentation to support the platform's functionality. ServiceNow best practices advocate. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

ServiceNow Architect - Enterprise	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience in designing and overseeing the implementation of ServiceNow solutions that align with organizational goals. Experience in developing, configuring, implementing, and maintaining a variety of ServiceNow modules such as ITSM, CSM, FSM. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules with a focus on aligning solutions with organizational strategic goals such as: Certified System Administrator (CSA); Certified Implementation Specialist (CIS) and associated micro certifications; Certified Application Developer (CAD); Certified System Architect (CSA); Certified Application Portfolio Manager (CAPM). **Functional Responsibilities:** Performs strategic planning by aligning ServiceNow with the overall business and IT strategy. Designs high-level ServiceNow solutions that address complex business challenges to include creating roadmaps and designing processes and integrations to optimize ServiceNow across the enterprise. Develops a roadmap for the ongoing evolution of the ServiceNow platform, aligning it with organizational growth and technological advancements. Establishes and enforces governance standards, including change management processes, security policies, and compliance requirements to ensure solution stability and data security. Establishes and enforces a robust security architecture including access controls, encryption, and security incident response plans. Collaborates with organization and vendor stakeholders to ensure the platform evolves in a way that meets the organization's needs. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

ServiceNow Architect - Platform	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+years of experience in shaping the architecture design of the ServiceNow platform and strategy for the ServiceNow platform's growth and evolution within an organization. Experience in developing, configuring, implementing, and maintaining a variety of ServiceNow modules such as ITSM, CSM, FSM. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules with a focus on platform-level considerations such as: **Ce**rtified System Administrator (CSA); Certified Application Developer (CAD); Certified System Architect (CSA); Certified Implementation Specialist (CIS) and associated micro certifications of Certified Integration Specialist and Certified Performance Analytics. **Functional Responsibilities:** Responsible for the technical aspects of ServiceNow platform and its capabilities. Leads configuring the ServiceNow platform to meet specific business requirements to include designing workflows, creating custom applications, and integrating with other systems. Provides governance by enforcing technical standards, ensuring that customizations are properly documented, and managing platform performance and scalability. Leads the design and implementation of integrations with other systems, ensuring data flows smoothly across the organization. Leads the architectural design of the ServiceNow platform, including defining its structure, components, and integrations to meet organizational requirements. Develops a roadmap for the ongoing evolution of the ServiceNow platform, aligning it with organizational growth and technological advancements. Collaborates with organization and vendor stakeholders to ensure the platform evolves in a way that meets the organization's needs. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
ServiceNow Architect - Technical	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience in providing technical leadership and expertise in designing and implementing technical solutions using the ServiceNow platform to meet business requirements. Experience in developing, configuring, implementing, and maintaining a variety of ServiceNow modules such as ITSM, CSM, FSM. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	modules with a focus on technical solution design within ServiceNow such as: Certified System Administrator (CSA); Certified Application Developer (CAD); Certified System Architect (CSA); Certified Implementation Specialist (CIS) and associated micro certifications of Certified Integration Specialist and Certified Performance Analytics. **Functional Responsibilities:** Focuses on the detailed design of solutions within ServiceNow. Oversees or directly performs development, scripting, and coding within the ServiceNow platform to include the creation of custom modules, workflows, business rules, and scripting to address specific business requirements. Creates and maintains technical documentation to ensure that the solution is well-documented for both development and operational purposes. Leads or contributes to change management processes, ensures that platform changes or upgrades are implemented seamlessly with minimal disruptions Manages platform upgrades and enhancements, evaluates new features, and plans and executes smooth transitions during upgrades. Responsible for ongoing platform operations and maintenance to include identifying performance issues within the ServiceNow platform, troubleshooting, and improving system performance. Monitors and optimizes the platform's performance by identifying and resolving bottlenecks, implementing performance tuning, and ensuring scalability. Collaborates with organization and vendor stakeholders to ensure the platform evolves in a way that meets the organization's needs. Provides technical training and mentorship to other ServiceNow professionals within the organization, ensuring they have the technical skills and knowledge required for effective platform management. Manages the budget allocation for ServiceNow projects, optimizes resource usage, and ensures cost-effectiveness. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		

ServiceNow Business Analyst	**Minimum Education Level:** Bachelor's Degree or equivalent experience. **Functional Responsibility:** Facilitate development workshops and gather business requirements, develop user stories, and define acceptance criteria. Assist Project Manager in setting sprint goals. Groom and prioritize backlog with the development team and stakeholders. Write user acceptance test criteria and manage user acceptance testing process. Follow the progress of work and address production issues during sprints. Work with ServiceNow Architect and Developers to ensure user requirements fit within the guiding principles for platform development and best practices. Work with the project team to continuously improve development and implementation processes. Evaluate and test system fixes and new capabilities to determine impact and benefits. Facilitate enhancement requests and defect corrections through formal Change Management processes. Create and maintain system design and operations documentation. Conduct live training classes in person and remotely. Develop curated video training content. Create and maintain internal ServiceNow knowledge base how-to articles. Certified Systems Administrator (CSA) or other ServiceNow certifications.	5 Years	Bachelor's Degree or equivalent experience.
ServiceNow Business Analyst II	**Minimum/General Experience:** 1- 4 years of relevant professional experience with a minimum of 2+ years of experience performing Business Analyst and administrator duties required. Experience in implementations of ITSM, CMS, FSM preferred. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on business process analysis such as: Certified ServiceNow Business Process Analyst (CBP); ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated Micro Certifications. **Functional Responsibilities:** Performs Business Analyst functions such as conducting business needs identification, business analysis planning, stakeholder analysis, change activities, script testing, User Acceptance Testing, and requirements analysis and design definition. Maintains requirements documentation to ensure all approved business requirements, use cases, process flows, and reporting requirements are up to date. Serves as a liaison between business owners, end users, and IT partners ensuring a cohesive	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	approach, comprehensive solutions, and excellence in delivery. Works with stakeholders, focus groups, and end users to analyze, evaluate, and develop business use cases and business process models to aid the translation of business requirements into functional/technical requirements. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Business Analyst III	**Minimum/General Experience:** 5 **-** 8 years of relevant professional experience with a minimum of 3+ years of experience performing business analysis and administrator duties. Experience in implementations of ITSM, CSM, FSM preferred. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on business process analysis such as: Certified ServiceNow Business Process Analyst (CBP); ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated Micro Certifications. **Functional Responsibilities:** Facilitates development workshops and gathers business requirements, develops user stories, and defines acceptance criteria. Assists Project Manager in setting sprint goals. Grooms and prioritizes backlog with the development team and stakeholders. Writes user acceptance test criteria and manages user acceptance testing process. Follows the progress of work and addresses production issues during sprints. Works with ServiceNow Architects and Developers to ensure user requirements fit within the guiding principles for platform development and best practices. Works with the project team to continuously improve development and implementation processes. Evaluates and tests system fixes and new capabilities to determine impact and benefits. Facilitates enhancement requests and defects corrections through formal Change Management processes. Creates and maintains system design and operations documentation. Conducts live training classes in person and remotely. Develops curated video training content. Creates and maintains internal ServiceNow knowledge base how-to articles. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

ServiceNow Developer	**Minimum Education Level:** Bachelor's Degree **Functional Responsibility:** Design ServiceNow code and architecture, responsible for overall ServiceNow code quality. Design, prototype, implement, test, and deploy business rules, technical solutions, such as client scripts, UI pages/actions/policies, scheduled jobs, import sets and transform maps, ACLs, and notifications. Develop custom integration components (SSO, CMDB, SAS connectors etc.) and integrate legacy systems with ServiceNow using mid-server, web services, chatbots, email and other relevant technologies. Serve on deployment teams to architect and deploy solutions within the ServiceNow platform. Interface with customer team members to capture business requirements and translate them into appropriate technical solutions. Resolve security issues in ServiceNow architecture. Create detailed documentation of the ServiceNow architecture. Conduct release management processes track development and testing of enhancements and defects. Provide high-level customer satisfaction for all engagements.	4 Years	Bachelor's Degree
ServiceNow Developer II	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience developing and configuring in a variety of ServiceNow modules like Service Portal, ITSM, CSM, FSM for implementation and upgrade Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on development such as: ServiceNow Certified Application Developer (CAD); ServiceNow Certified System Administrator(CSA); ServiceNow Certified Implementation Specialist (CIS) and associated Micro Certifications. **Functional Responsibilities:** Designs ServiceNow code in compliance with ServiceNow best practices and standards. Designs, prototypes, implements, tests, and deploys business rules, technical solutions, such as client scripts, UI pages/actions/policies, scheduled jobs, import sets, and transform maps, ACLs, and notifications. Develops custom integration components (SSO, CMDB, SAS connectors etc.) and integrate legacy systems with ServiceNow using mid-server, web services, chatbots, email and other relevant technologies. Develops custom applications within ServiceNow including integrations with other applications. Serves on deployment teams to develop and deploy solutions within the ServiceNow platform. Interfaces with customer team members to capture business	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	requirements and translate them into appropriate technical solutions. Resolves security issues in ServiceNow architecture and configurations. Troubleshoots and resolves programming bugs and defects in complex ServiceNow environment. Creates detailed ServiceNow documentation. Documents, maintains, and updates policies, procedures, and controls for the operation of the ServiceNow platform and its SDLC. Conducts release management processes track development and testing of enhancements and defects. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Developer III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years of experience developing and configuring in a variety of ServiceNow modules like Service Portal, CSM and ITSM for implementation and upgrade. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on development such as: ServiceNow Certified Application Developer (CAD); ServiceNow Certified System Administrator(CSA); ServiceNow Certified Implementation Specialist (CIS) and associated Micro Certifications. **Functional Responsibilities:** Designs and implements complex customizations within the ServiceNow platform, including the development of custom modules, workflows, and integrations. Participates in the architectural design of the ServiceNow platform, ensures that technical solutions align with the organization's long-term goals and technical strategy. Conducts in-depth performance analysis and optimization to ensure the platform operates at peak efficiency, addressing bottlenecks and fine-tuning configurations. Implements advanced security measures, including access controls, encryption, and security incident response plans, to protect the platform and sensitive data. Develops advanced server-side and client-side scripts, business rules, and UI policies to automate and enhance processes and user experiences. Handles complex integrations with external systems and applications, including designing and implementing custom connectors and middleware solutions. Defines and enforces governance standards, including change management processes, to ensure platform stability and	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	compliance with industry regulations. Creates and maintains comprehensive technical documentation, including architectural diagrams, design patterns, and coding standards, to support development efforts. Serves as an escalation point for complex technical issues, conducts in-depth troubleshooting, and provides solutions to ensure platform availability and reliability. Leads or contributes to change management processes, ensures that platform changes or upgrades are seamless and well-coordinated. Identifies cost-saving opportunities within ServiceNow implementations and optimizes resource allocation. Collaborates with clients and stakeholders to understand specific technical requirements and provides expert guidance on ServiceNow solutions. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Infrastructure Security Lead	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years of experience in managing and securing the ServiceNow platform. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on security within the ServiceNow environment such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated micro certifications including Security Incident Response (SIR), Governance, Risk, and Compliance (GRC), Vulnerability Response, SecOps, Identity and Access Management. **Functional Responsibilities:** Oversees and manages the security of the ServiceNow platform's infrastructure within an organization. Develops and implements a comprehensive security strategy for the ServiceNow platform, aligning it with the organization's security policies and compliance requirements. Leads the design of security controls and measures for the ServiceNow infrastructure, including access controls, encryption, network security, and intrusion detection systems. Identifies and mitigates security vulnerabilities within the ServiceNow platform, conducts regular vulnerability assessments, and oversees patch management. Develops and maintains an incident response plan for security breaches or incidents involving the ServiceNow infrastructure, ensuring timely detection and response. Ensures that the ServiceNow platform complies with industry-specific security standards and regulatory	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	requirements, such as GDPR, HIPAA, or ISO 27001. Manages user access to the ServiceNow platform, implements role-based access controls, and ensures that only authorized users have access to sensitive data. Conducts regular security audits and assessments of the ServiceNow infrastructure to identify vulnerabilities, weaknesses, and areas for improvement. Implements and oversees security monitoring tools and technologies to detect and respond to security threats and incidents in real-time. Develops and enforces security policies and procedures related to the ServiceNow platform and provides security awareness training to relevant stakeholders. Creates and maintains comprehensive security documentation, including security plans, incident response procedures, and security best practices. Collaborates with IT teams, developers, and administrators to ensure that security measures are integrated into the ServiceNow platform's design and operations. Assesses the security of third-party integrations and vendors that interact with the ServiceNow platform, ensuring they meet security standards. Generates security reports and metrics to provide insights into the platform's security posture and shares them with management and stakeholders. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow IT Risk and Compliance Lead	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience managing and overseeing IT risk and compliance activities within an organization using the ServiceNow platform. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on Risk Management, Compliance and IT Governance such as: ServiceNow Certified Implementation Specialist (CIS)– GRC; ServiceNow Certified System Administrator (CSA); Certified Information Systems Security Professional (CISSP); Certified Information Security Manager (CISM); Certified Risk and Information Systems Control (CRISC); Certified in Risk and Information Systems Control (CRISC); Certified Compliance & Ethics Professional (CCEP); Certified Information Privacy Professional (CIPP); ITIL Foundation Certification; COBIT 2019 Foundation. **Functional Responsibilities:** Manages and supervises risk and compliance activities associated with the ServiceNow platform	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	within an organization. Conducts risk assessments to identify potential threats and vulnerabilities linked to the platform. Ensures that the ServiceNow platform complies with industry-specific regulations and compliance standards, such as GDPR, HIPAA, SOX, or ISO 27001, and is responsible for the development and upkeep of IT risk and compliance policies and procedures. Plans and executes security audits, vulnerability assessments, and penetration tests to evaluate the platform's security posture, along with implementing security controls and measures to mitigate potential threats and vulnerabilities. Focuses on incident response planning, security awareness promotion, compliance reporting, security training, and continuous monitoring of the platform's security. Collaborates with various teams to enforce security governance standards, stay updated on regulatory changes, and ensures a secure and compliant ServiceNow environment. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow OCM Lead	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience overseeing and managing the change management efforts related to the implementation of the ServiceNow platform within an organization. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on ServiceNow Organizational Change Management (OCM) or other aspects of ServiceNow administration and implementation such as: ServiceNow Certified Implementation Specialist (CIS) with associated micro certifications in Change Management & IT Service Management & Customer Service Management; ServiceNow Certified System Administrator (CSA); ServiceNow Certified Application Developer (CAD); ServiceNow Certified Application Specialist (CAS) with associated micro certification in Change Management. **Functional Responsibilities:** Orchestrates and oversees the complex process of organizational change associated with the implementation and adoption of the ServiceNow platform within an organization. Develops and executes a comprehensive change management strategy that aligns with the organization's overarching goals. Identifies and engages key stakeholders, including executives and end-users, secures their buy-in and active	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	participation in the transformation process. Assesses the impact of introducing ServiceNow on various business processes and roles, and devises communication plans to disseminate information effectively. Designs training programs, provides ongoing support, and strategizes methods to enhance user adoption. Manages resistance to change, gathers feedback, monitors performance metrics, and collaborates closely with project teams to ensure the seamless integration of change management efforts into the overall project plan. Facilitates a smooth and successful transition. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Platform Administrator	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience managing and administering the ServiceNow platform within an organization. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on managing and administering the ServiceNow platform such as: ServiceNow Certified System Administrator (CSA) ; ServiceNow Certified Implementation Specialist (CIS) with associated micro certs in IT Service Management (ITSM), Customer Service Management, Discovery, Asset Management, Field Service Management; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Configures and maintains the ServiceNow platform. Manages user access and permissions, resolves incidents and problems, and oversees change management processes. Designs and manages the service catalog, implements automation, and maintains data integrity. Focuses on integration, reporting, and security, service level management and knowledge base development. Collaborates with ServiceNow representatives and vendors to stay informed about platform updates, enhancements, and best practices. Manages and responds to security incidents and vulnerabilities to ensure the platform's security. Monitors and optimizes the platform's performance, identifies, and resolves bottlenecks, and implements scalability solutions. Provides support and assistance to end-users, addresses their inquiries, issues, and requests related to the ServiceNow platform. Supports the ServiceNow solution through the	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Program Manager	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience in overseeing and managing the successful implementation and operation of ServiceNow within an organization. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on ensuring that ServiceNow is effectively utilized to meet the organization's needs such as: Certified Implementation Specialist (CIS) and associated micro certs to include Project Portfolio Management (PPM); Certified ServiceNow Application Developer (CAD); Certified ServiceNow System Administrator (CSA). As well as relevant industry certifications such as: Project Management Professional (PMP); Certified Scrum Master (CSM) or Certified Scrum Product Owner (CSPO); Certified Information Systems Security Professional (CISSP); Certified Information Security Manager (CISM). **Functional Responsibilities:** Responsible for planning and executing ServiceNow projects to include defining project scope, objectives, timelines, and budgets using project management methodologies like Agile or Waterfall to ensure that projects are completed on time and within budget. Collaborates closely with vendors and suppliers, monitors timelines, and manages delivery of goods and services on time and within budget. Performs stakeholder communications to include communicating project status, risks, and issues to various stakeholders. Ensures continuous requirements gathering to identify areas where ServiceNow can improve processes, streamline workflows, and deliver greater value. Participates in solution design discussions. Responsible for resource allocation, including assigning tasks to project teams and ensuring that there are adequate resources to meet project deadlines. Establishes and enforce governance policies including use policies, access policies and change management policies. Leads risk management by identifying risks and mitigations, assessing issues, and developing strategies to minimize their impact on ServiceNow project/program success. Participates in post-implementation reviews ensuring the	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	organization derives maximum value from ServiceNow projects and programs. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Quality Assurance Lead	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience in ensuring that ServiceNow applications meet the required quality standards, are free from defects, and perform effectively. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on the use of ServiceNow platform for quality assurance purposes such as: ServiceNow Certified System Administrator (CAS); ServiceNow Certified Application Developer (CAD); ServiceNow Certified Implementation Specialist (CIS)and associated micro certs; ServiceNow Certified Performance Analytics Specialist (CPAS); ServiceNow Certified Security Operations Specialist (CSOS): ServiceNow Certified Implementation Engineer (CIE) and associated micro certs. **Functional Responsibilities:** Develops a comprehensive testing strategy and test plans for ServiceNow applications. This includes defining testing objectives, scope, approach, and resource requirements. Designs test plans and test case scenarios that cover different aspects of ServiceNow applications, including functionality, integration, performance, security, and usability. Oversees the execution of test cases and ensures that they are performed accurately and in line with the test strategy. Works closely with development teams to prioritize and resolve defects and issues uncovered in testing. Implements test automation to streamline testing. Performs regression testing of new features and changes. Conducts performance testing to ensure ServiceNow applications can handle the expected load and perform efficiently. Verifies the security of ServiceNow applications, including access controls, data protection, and compliance with security standards; responsible for maintaining test documentation. Collaborates with end-users and stakeholders to facilitate UAT. Leads and mentors' junior members of the QA teams. Communicates testing progress, results, issues, and metrics to project teams and stakeholders. Supports the ServiceNow	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
ServiceNow Training Lead	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience overseeing and managing the training and development of personnel in an organization who use the ServiceNow platform. Possess ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules and that focus on being proficient in training and in using the platform to its full potential such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Application Developer (CAD); ServiceNow Certified Implementation Specialist (CIS)and associated micro certifications; ServiceNow Certified Trainer. **Functional Responsibilities:** Develops training strategies and plans as well as curriculum materials and modules that track to current and future ServiceNow organizational needs and objects. Ensures all users are effectively trained by conducting training sessions which could be in the form of workshops, webinars, classroom training, or e-learning modules. Assesses, evaluates, and obtains feedback on the effectiveness of the training sessions and/or programs. Assists with change management by providing training that links into changes to the ServiceNow environment; facilitates the accreditation and/or certification process for users, administrators, and stakeholders. Maintains training records. Assists with change management by providing training that links into changes to the ServiceNow environment. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 Years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

SharePoint Administrator I	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2+ years in online documentation, storage, and workflow automation administration. Experience in the Microsoft Power Platform, Teams and other O365 applications. Demonstrated experience as an effective trainer. **Functional Responsibilities:** Assists in the deployment and configuration of SharePoint sites, libraries, and workflows. Manages user permissions and access controls, ensuring that data and content are appropriately secured. Contributes to the development and enforcement of governance policies, maintains document management standards and best practices. Assists users with inquiries, troubleshoots issues, and provides training and support for SharePoint functionalities. Participates in backups, recovery planning, and system monitoring to ensure the availability and integrity of SharePoint resources. Stays updated with SharePoint updates and trends to enhance their skills and contribute to the platform's effective use within the organization.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
SharePoint Administrator II	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years in online documentation, storage and workflow automation administration including 3+ years as a SharePoint Administrator. Experience in the Microsoft Power Platform, Teams and other O365 applications. Demonstrated experience as an effective trainer. **Functional Responsibilities:** Provide administrator for the enterprise-wide SharePoint and Power Platform. Ensure availability, reliability, governance, and security of the platform. Respond to support requests within established SLAs. Manage permissions for users on SharePoint and Power platforms and assist with administration of users on other Microsoft O365 applications. Manage sites, document libraries, and lists on SharePoint and Teams. Establish and maintain process flows and Microsoft Forms. Provide end-user and support team training for SharePoint and other Microsoft O365 applications. Work with Business Analysts, SharePoint Developer, and users to develop requirements and SOW for SharePoint and O365 projects. Establish policies and process for SharePoint operations. Develop and present reports to leadership, as necessary.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

SharePoint Administrator III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years in online documentation, storage and workflow automation administration including 3+ years as a SharePoint Administrator. Experience in the Microsoft Power Platform, Teams and other O365 applications. Demonstrated experience as an effective trainer. **Functional Responsibilities:** Contributes to strategic planning by aligning SharePoint capabilities with the organization's long-term goals. Assesses business needs, recommends solutions, and leads SharePoint initiatives that drive efficiency and innovation. Establishes and enforces governance policies, ensures compliance with industry regulations and data protection standards. Leads compliance audits and implements advanced security measures. Takes ownership of SharePoint architecture, designs complex and scalable solutions that accommodate organizational growth. Makes decisions regarding site structure, taxonomy, and information architecture. Oversees the development of custom solutions tailored to the organization's unique requirements. Designs and implements advanced workflows and business process automation using SharePoint Designer, Microsoft Power Automate, or other workflow automation tools. Leads disaster recovery and business continuity planning, ensuring that SharePoint environments are resilient to potential disruptions.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
SharePoint Developer I	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2 + years in Information Technology; additional experience in SharePoint Administration and Development preferred. Demonstrable significant experience with associated technologies such as SQL, Power Automate, Power BI, Power Apps, .NET, JSOM, JavaScript, etc. **Functional Responsibilities:** Focuses on developing and customizing SharePoint solutions to meet organizational needs. Collaborates with stakeholders to gather requirements, designs SharePoint sites, and implements custom features, web parts, and workflows. Creates and maintains SharePoint applications, ensuring they are user-friendly and align with best practices. Responsible for troubleshooting and resolving issues, optimizes site performance, and ensures data security. Stays updated with SharePoint advancements and industry trends to enhance their development skills.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

SharePoint Developer II	**Minimum/General Experience:** 5-8 years of experience relevant professional experience with a minimum of 3+ years of experience in SharePoint Administration and Development; of which 1- 2 years must be in SharePoint Development. Demonstrable significant experience with associated technologies such as SQL, Power Automate, Power BI, Power Apps, .NET, JSOM, JavaScript, etc. **Functional Responsibilities:** Specializes in solution architecture, designs complex SharePoint solutions, and selects the right technologies for specific business needs. Leads integration and migration projects, optimizing performance for seamless user experiences, even in content-heavy environments. Troubleshoots advanced issues and enforces governance policies and compliance measures. Assumes mentoring roles, guides junior developers, and stays at the forefront of SharePoint. Specializes in optimizing SharePoint performance, fine-tunes configurations, and addresses scalability challenges to ensure seamless user experiences. Takes on leadership roles in SharePoint projects, oversees the development team, manages project timelines, and ensures successful project delivery.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
SharePoint Developer III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years of experience in SharePoint Administration and Development; of which 3+ years must be in SharePoint Development. Demonstrable significant experience with associated technologies such as SQL, Power Automate, Power BI, Power Apps, .NET, JSOM, JavaScript, etc. **Functional Responsibilities:** Responsible for creation, design and maintenance of SharePoint sites based on the requirements of the various agencies and boards. Develop the overall SharePoint architecture for the enterprise. Work with Business Analysts and users to develop requirements and specifications. Design and develop dashboards, reports, user controls, web parts and integrations. Provide training for support staff and end-users. Design presentations and reports that are presented to leadership, provide use case scenarios and SOWs for the furtherance of the use of SharePoint across the enterprise, and liaison with stakeholders.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

Software Application Tester I	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2+ years of experience in quality assurance spanning a variety of technical areas such as software, web, and database development and/or network, systems, cybersecurity, and virtual cloud environment. **Functional Responsibilities:** Participates in test planning, creates test cases, and executes manual and automated tests to identify and report defects. Collaborates with developers to resolve issues and validate fixes, contributes to the overall quality of the software. Assists in maintaining test documentation and reports on test progress. Stays involved in regression testing and performance testing to assess software stability and performance. Actively participates in continuous learning, stays updated with testing methodologies and tools to enhance testing skills and contributes effectively to software testing efforts within the organization.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Software Application Tester II	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years of experience in quality assurance spanning a variety of technical areas such as software, web, and database development and/or network, systems, cybersecurity, and virtual cloud environment. **Functional Responsibilities:** Excels in test strategy development, plans comprehensive test suites, and ensures test coverage aligns with complex software projects. Develops and maintains automated test scripts and frameworks, and delves into performance testing, assessing software scalability and resilience under heavy loads. Takes responsibility for configuring and maintaining test environments that closely mirror production setups and manages test data for realistic scenarios. Specializes in defect management, reporting, and metrics analysis, providing insights that drive process improvements. Mentors junior testers, shares their expertise, and contributes to test process enhancements, integrating testing into DevOps pipelines and exploring specialized testing domains. Ensures software quality within organizations.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

Software Application Tester III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years of experience in quality assurance spanning a variety of technical areas such as software, web, and database development and/or network, systems, cybersecurity, and virtual cloud environment. **Functional Responsibilities:** Provides strategic guidance on testing approaches and quality assurance practices. Leads in process improvement, advocates for best practices and methodologies. Specializes in test automation and advanced test frameworks, increasing efficiency by automating critical test cases. Provides recommendations for infrastructure and application optimization. Establishes robust test data governance and defect prevention strategies, reducing defects' occurrence. Provides advanced reporting and metrics analysis. Evaluates testing tools and industry trends ensuring the organization stays at the forefront. Focuses on defect prevention strategies, works closely with development teams to identify root causes and implements preventive measures, reducing the occurrence of defects.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
UI/UX Designer	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 3+ years of experience in creating and improving the user interface (UI) and user experience (UX) of the ServiceNow platform. Possess relevant professional certificates such as UX/UI Design Certifications; Web Accessibility Certifications. As well as ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated micro certs; ServiceNow Certified Application Developer (CAD) . **Functional Responsibilities:** Conducts user research, creates wireframes, and prototypes, and collaborates with teams to transform concepts into user-friendly designs. Creates a structure for the digital product, including the layout, navigation, and content organization. Designs the user interface (UI), including buttons, forms, navigation menus, and other interactive elements. Conducts usability testing with real users to identify issues and gather feedback to make improvements. Communicates effectively to convey design concepts to stakeholders and development teams. Works iteratively to optimize user satisfaction and usability. Ensures	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	that the product is accessible to users with disabilities, following accessibility guidelines and best practices; supports entire development lifecycle from implementation through Operations & Maintenance (O&M).		
User Experience Engineer	**Minimum/General Experience:** 5 - 8 years of relevant experience as a UX Developer or Front-end Developer with a minimum of 3+ years of experience in creating and improving the user interface (UI) and user experience (UX) on the ServiceNow platform. Possess relevant industry certificates such as UX/UI Design Certifications; Web Accessibility Certifications. As well as ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated micro certs; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Follows ServiceNow UX Design Best Practices. Translates design concepts into functional and interactive user interfaces. Implements the front-end of digital products to include writing code for web pages or applications, making sure they are responsive, visually appealing, and function as intended often using technologies like HTML, CSS, and JavaScript to create user interfaces. Creates interactive prototypes and mockups to test, validate and obtain user feed-back on design concepts. Ensures cross-browser and cross-platform compatibility. Optimizes user interface performance; ensure accessibility to individuals with disabilities. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 Years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

User Experience Manager	**Minimum/General Experience:** 5 - 8 years of relevant experience as a User Experience (UX) manager with a minimum of 3+ years of overseeing the design and usability aspects of ServiceNow that enhance the user experience, drive user adoption and ultimately improve the efficiency and effectiveness of ServiceNow within the organization. Possess relevant professional certificates such as UX/UI Design Certifications, Web Accessibility Certifications. As well as ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated micro certs; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Manages UX design projects, from conception to delivery. Defines project scope, sets timelines, allocates resources, and monitors progress to ensure projects are completed on time and within budget. Oversees user research activities, including user interviews, surveys, and usability testing. Uses these insights to inform design decisions and ensures that products meet user needs and expectations. Ensure ServiceNow UX Design Best Practices are followed. Provides design direction and guidance to their team, helps create intuitive and visually appealing user interfaces. Engages with clients to understand their needs, presents design proposals, and gathers feedback. Builds and maintains strong client relationships to ensure client satisfaction. Tracks and analyzes key UX metrics, such as user satisfaction, usability scores, and conversion rates. Uses this data to make data-driven design decisions and improvements. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).	5-8 Years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

1.3 ENTERPRISE SERVICES PROFESSIONAL SERVICES

1.3.1 Enterprise Services Labor Rates

Labor Category Name	Labor Rate
Cloud Engineer I	$152.65
Cloud Engineer II	$159.26

Cloud Engineer III	$188.45
Configuration Manager	$184.02
Database Administrator I	$120.22
Database Administrator II	$133.22
Database Administrator III	$148.03
Enterprise Management Systems Specialist Sr.	$104.16
Enterprise Security Architect	$208.04
Enterprise Solutions Architect	$200.26
Help Desk Analyst	$79.49
Help Desk Manager	$129.00
Incident Response Manager	$178.72
IT Risk Manager	$192.39
IT Support Technician I	$65.34
IT Support Technician II	$69.73
IT Support Technician III	$73.07
Network Administrator	$106.47
Network Architect	$187.26
Network Engineer I	$130.25
Network Engineer II	$156.60
Network Engineer III	$163.40
Problem Manager	$138.04
Security Analyst I	$146.44
Security Analyst II	$138.27
Security Analyst III	$153.64
Security Engineer I	$146.58
Security Engineer II	$162.86
Security Engineer III	$177.51
Service Desk Analyst I	$50.61
Service Desk Analyst II	$55.12
Service Desk Analyst III	$65.34
Service Desk Team Lead	$91.36
Storage Engineer II	$167.75
Systems Engineer I	$150.12
Systems Engineer II	$164.39
Systems Engineer III	$202.37
Unix/Linux Engineer SME	$110.97

Wireless Engineer I	$124.44
Wireless Engineer II	$138.27
Wireless Engineer III	$153.64

1.3.2 Enterprise Services Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Cloud Engineer I	**Minimum/General Experience:** 1- 4 years of relevant professional experience and 2+ years in roles related to cloud computing, infrastructure, or system administration. **Functional Responsibilities:** Manages and optimizes cloud infrastructure. Configures and deploys cloud resources, such as virtual machines and containers, ensuring scalability and cost-effectiveness. Monitors system performance, troubleshoots issues, and implements security measures. Collaborates with cross-functional teams, actively participates in projects involving cloud migration, automation, and optimization. Contributes to documentation, support, and the continuous improvement of cloud-related processes and stays updated with cloud technology trends and certifications to advance skills.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Cloud Engineer II	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Experience with automation/configuration management using Chef, Puppet, AWS Cloud Formation, or similar. Proficiency in at least one programming language (Ruby, Python, Perl, Shell, etc.) Demonstrated ability to use a wide variety of open-source technologies and cloud services. Knowledge of best practices and IT operations in an always-up, always-available service. Agile software design experience - create/consume stories within a sprint structure. Strong System Administrator skills. Develop and Integrate System Upgrades. Coding/Scripting, including but not limited to JSON. Software Development.	7 Years	Bachelor's Degree or equivalent experience and training

Cloud Engineer III	**Minimum/General Experience:** 8+ years of relevant professional experience and 5+ years in roles related to cloud computing, infrastructure, or system administration. **Functional Responsibilities:** Experience with automation/configuration management using Chef, Puppet, AWS Cloud Formation, or similar. Proficiency in at least one programming language (Ruby, Python, Perl, Shell, etc.) Demonstrated ability to use a wide variety of open-source technologies and cloud services. Knowledge of best practices and IT operations in an always-up, always-available service. Agile software design experience - create/consume stories within a sprint structure. Strong System Administrator skills. Develop and Integrate System Upgrades. Coding/Scripting, including but not limited to JSON. Software Development.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Configuration Manager	**Minimum/General Experience:** 1- 4 years of relevant professional experience and 2+ years in roles related to managing and controlling the configuration of complex systems, products, or projects throughout their lifecycle. **Functional Responsibilities:** Identifies for and assists clients in developing and implementing configuration management systems. Assist in the preparation of basic system specifications including procedures for establishing change order reporting requirements, authorization, and documentation. Analyzes change orders and interprets policies for reporting product design changes. Organizes configuration management documents required for audits and client meetings. Prepares change packages for inspection by client personnel. Maintains appropriate configuration schedules, budgets, and design records. Prepares and distributes status accounting reports.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Database Administrator I	**Minimum/General Experience:** 1- 4 years of relevant professional experience and 2+ years in roles related to database administration or database development. **Functional Responsibilities:** Assists in database design, installation, and configuration, ensuring data integrity and availability. Performs routine maintenance tasks, such as backups, updates, and performance tuning, to keep databases running efficiently. Monitors system	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	performance, troubleshoots issues, and contributes to security measures to protect data. Collaborates with cross-functional teams and developers. Assists in database-related projects, data migrations, and support.		
Database Administrator II	**Minimum/General Experience:** 5- 8 years of relevant professional experience with 6+ years of general experience in systems analysis or programming including 4+ years of specialized experience in DBMS. **Functional Responsibilities:** Provides highly technical expertise and guidance in the design, implementation, operation, and maintenance of database management systems (DBMS). Evaluates and recommends available DBMS products after matching requirements with system capabilities. Determines file organization, indexing methods, and security procedures for specific applications. Controls the design and use of databases. Controls the global view, access, and safekeeping of databases. Monitors the use of databases. Must be capable of defining all required database administration policies, procedures, standards, and guidelines. Is an authority on the design of databases and the use of database management systems. Evaluates and recommends available DBMS products after matching requirements with system capabilities. Prepares and delivers presentations on DBMS concepts.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Database Administrator III	**Minimum/General Experience**: 8+ years of relevant professional experience in Information Technology with 5+ years of experience in data analysis, data migration tools, data modelling, data integration, data warehousing, database design and database coding including 3+ years' experience administering, implementing, and supporting SQL databases and servers. **Functional Responsibilities:** Serves as the principal database administrator for the enterprise. Liaisons and works with vendor partners to ensure the proper development, configuration, security, and maintenance of third-party and vendor managed databases. Designs, implements, configures, secures, and maintains on-premises and cloud databases managed by the	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	enterprise team. Works with Business Analysts, Application Developers, Systems Engineers, and users to develop requirements and SOWs for relevant projects. Automate recurring DBA tasks. Develop scripts for auditing and purging databases. Manage permissions and access to database resources. Work with storage and systems engineers, as well as vendor partners, to optimize resources, troubleshoot performance issues, plan capacity, and deploy server and storage clusters. Work with security and storage teams to classify data, establish retention protocols, and ensure backup and disaster recovery programs are optimally implemented. Monitor database and related server instances. Create and review technical documentation and designs for managed database systems. Develop presentations and reports for leadership as required.		
Enterprise Management Systems Specialist Sr.	**Minimum Education Level:** Bachelor's Degree **Functional Responsibility:** Senior staff professional with general knowledge of the domain area. Performs tasks requiring little independent judgment. Works at the task level with supervision and guidance from senior staff. Analyzes and evaluates moderately complex user requirements by coordinating with the user to define the problem, data availability, report requirements, and system design problems. Defines system objectives and prepares system design specifications. Analyzes alternative means of deriving input data to select the most accurate, feasible, and economical methods. Defines input and output file specifications including file organization. Defines controls, conversion procedures, and system implementation plans. May provide task direction to team members.	5 Years	Bachelor's Degree
Enterprise Security Architect	**Minimum/General Experience:** 8+ years in relevant professional experience in IT management and engineering with a minimum of 5+ years of enterprise level experience in Security Architecture, including security with Applications, Infrastructure, external internet security, or Access and Identity Management. Demonstrated experience leading teams developing/integrating	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	architecture models. Excellent facilitation, oral presentation, and writing skills including architecture model development. Must have prior hands-on experience reviewing systems, network appliances, application configurations from a security standpoint. **Functional Responsibilities:** Designs and maintains the cybersecurity architecture based on risk criteria by employing a Defense-in-Depth approach to segment and protect software and hardware assets. Assists in the development of security and other IT based enterprises policies and processes, develop security measures for IT services, and assist in determining security requirements for specific systems and applications. Stays abreast of current IT and security industry trends, emerging security technologies, and security best practices throughout the energy industry. Defines technical architectures for security, infrastructure, and applications. Directly contributes to the enterprise cloud architecture and leads the security vision and strategy around cloud-based applications, across all service models.		
Enterprise Solutions Architect	**Minimum/General Experience:** 8+ years of relevant professional experience in enterprise level IT management and engineering with 4+ years as a technical solutions architect in a consulting and/or systems integrator environment, including time supporting sales and managing technical staff and implementations. At least 3 years' experience in infrastructure and/or application architecture and design of complex distributed systems environments, including failover techniques, recovery/rollback, and application partitioning**.** **Functional Responsibilities:** Leads the definition and development of network architecture, patterns, and guidelines to accelerate cloud adoption (AWS and Azure) and modernizes on-premises network infrastructure. Provides leadership in technical guidance and counsel to Development, Information Security, Engineering, and Operation teams to ensure that their processes and deliverables align with the Architecture of	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	the Enterprise. Defines the network security controls for a variety of cloud and on-premises workloads, working closely with Information Security. Researches, identifies, documents, and socializes (via formal governance and through ad hoc meetings) capabilities to be built into both cloud and traditional network target architectures.		
Help Desk Analyst	**Functional Responsibility:** Under general supervision, responds to and diagnoses IT systems problems through discussions with users. This includes problem recognition, research, isolation, and resolution steps. Takes user calls, perform analysis, and elevate complex IT problems to the appropriate senior members of the technical staff for resolution. Utilize problem management databases and IT helpdesk systems to track customer calls and issues. The other functionalities include functions like backups, reports generation, modify/upgrade software, user training, version control, and technical support.	4 years	Bachelor's Degree or equivalent experience and training
Help Desk Manager	**Functional Responsibility:** Supervises the day-to-day operations of the help desk. Identifies, researches, and resolves complex technical problems. Creates and manages escalation procedures and ensures service levels are maintained. Documents, tracks, and monitors problems to ensure resolution in a timely manner. A level II supervisor has authority for personnel actions and oversees most day-to-day operations of group. May require a bachelor's degree in area of specialty. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.	10 Years	Bachelor's Degree or equivalent experience and training
Incident Response Manager	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 6+ years of experience performing cybersecurity functions as a security team member preferably in a formal SOC environment. **Functional Responsibilities:** Manages a team of individuals	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	who investigate potential intrusions and security events to contain and mitigate incidents and communicate relevant information to leadership and other team members. Research cyber-attacks, malware, and threat actors to determine potential impact and develop remediation guidance; validate, categorize, and investigate escalated cyber security events; profile and trend events in the environment for potential incidents; collect, assess, and catalog threat indicators; perform malware analysis. Assist in the development/enhancement of existing incident response methods, tools, policies, and processes.		
IT Risk Manager	**Minimum/General Experience**: 5+ years of experience in managing IT and IT projects risk, control, and reporting in a large enterprise environment. Knowledge and understanding of ITIL and other risk management frameworks. Ability to gather evidence and interview stakeholders and vendor partners. Experience presenting to executive leadership teams. Experience with ServiceNow Governance Risk Compliance tools preferred. **Functional Responsibilities:** Collaborate with leadership to develop, implement, and maintain technology and project risk management strategy, methodology and culture. Assist in designing risk governance methodologies for programs and services. Drive maturity of risk management capabilities. Contribute to the development and implementation of program best practices to ensure they thoroughly address risk. Develop, manage, and perform risk assessments of technology, projects, and programs as part of an overall risk assessment cycle. Recommend and manage tools to support risk management initiatives. Report on risks, initiatives, and other pertinent data to executive leadership.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
IT Support Technician 1 or Jr.	**Minimum Education Level:** High School or equivalent experience and training **Functional Responsibility:** Responsible for interfacing with customers to handle service inquiries and problems.	2 Years	High School or equivalent experience and training

	Under general supervision, establishes company guidelines on servicing and repairs/returns; examines customer problems and implements appropriate corrective action to initiate repair, return or field servicing; and maintains logs, records, and files.		
IT Support Technician 2 or Mid	Minimum Education Level: High School or equivalent experience and training Functional Responsibility: Responsible for interfacing with customers to handle service inquiries and problems. Under general supervision, establishes company guidelines on servicing and repairs/returns; examines customer problems and implements appropriate corrective action to initiate repair, return or field servicing; and maintains logs, records, and files.	3 Years	High School or equivalent experience and training
IT Support Technician 3 or Sr.	**Minimum Education Level:** High School or equivalent experience and training **Functional Responsibility:** Responsible for interfacing with customers to handle service inquiries and problems. Under general supervision, establishes company guidelines on servicing and repairs/returns; examines customer problems and implements appropriate corrective action to initiate repair, return or field servicing; and maintains logs, records, and files. Prefer technical/professional certifications.	4 Years	High School or equivalent experience and training
Network Administrator	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Sets up, configures, and supports internal and/or external networks. Develops and maintains all systems, applications, security, and network configurations. Troubleshoots network performance issues and creates and maintains a disaster recovery plan. Recommends upgrades, patches, and new applications and equipment. Provides technical support and guidance to users. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is	6 Years	Bachelor's Degree or equivalent experience and training

	expected. Typically reports to a manager or head of a unit/department.		
Network Architect	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Designs, develops, implements, maintains, and enhances telecommunication networks, systems, and equipment. Analyzes existing networks and equipment and identifies opportunities for improvement. Develops solutions that meet business requirements. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.	8 Years	Bachelor's Degree or equivalent experience and training
Network Engineer I	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Designs, installs, configures, and maintains organization's operating systems, databases, applications, and network components to ensure security and optimal performance. Responsible for the installing, managing, maintaining, and troubleshooting hardware and software on systems, to maintain the on-going operational performance of programs (software) and the hardware on which the programs run within the Mainframe, Mid-Range, or PC environments. Implements and supports local area network (LAN) and Wide area network (WAN) hardware and software. Analyzes customer workflow and procedures to recommend operational support tools and technologies to satisfy customer needs. Acts as a liaison between the customer, suppliers, and other technical groups to resolve network and hardware problems. Analyzes performance problems and recommends solutions to enhance functionality, reliability and/or usability. Implements operational support standards and procedures relating to change management, performance management, and security. Recommends changes and improvements to existing standards. Develops site administration manual (SAM) documentation. Provides user orientation on hardware,	6 Years	Bachelor's Degree or equivalent experience and training

	software and network operations. Analyzes and resolves problems associated with server hardware, NT, applications software.		
Network Engineer II	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Responsible for developing, refining, and troubleshooting a large, distributed environment, involving UNIX and/or Windows platforms. Designs, develops, tests, and implements new system software modules and enhancements to current systems; designs, develops, tests, and implements diagnostic utilities to analyze and report system status and performance. Monitors and evaluates overall system performance of operating system facilities, software products, computer services, and communications and networking facilities; specifies, installs, and tests system components as required to enable system to meet desired performance objectives. Detects, diagnoses, and reports NT related problems on both NT server and NT desktop systems. Performs a wide variety of tasks in software/hardware maintenance and operational support of NT Server systems. Analyzes general information assurance- related technical problems and provides basic engineering and technical support in solving these problems. Designs, develops, engineers, and implements solutions that meet network security requirements. Performs vulnerability/risk analyses of computer systems and applications during all phases of the system development life cycle.	8 Years	Bachelor's Degree or equivalent experience and training
Network Engineer III	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Designs, installs, configures, and maintains organization's operating systems, databases, applications, and network components to ensure security and optimal performance. Responsible for the installing, managing, maintaining, and troubleshooting hardware and software on systems, to maintain the on-going operational performance of programs (software) and the hardware on which the programs run within the	10 Years	Bachelor's Degree or equivalent experience and training

	Mainframe, Mid-Range, or PC environments. Implements and supports local area network (LAN) and Wide area network (WAN) hardware and software. Analyzes customer workflow and procedures to recommend operational support tools and technologies to satisfy customer needs. Acts as a liaison between the customer, suppliers, and other technical groups to resolve network and hardware problems. Analyzes performance problems and recommends solutions to enhance functionality, reliability and/or usability. Implements operational support standards and procedures relating to change management, performance management, and security. Recommends changes and improvements to existing standards. Develops site administration manual (SAM) documentation. Provides user orientation on hardware, software and network operations. Analyzes and resolves problems associated with server hardware, NT, applications software.		
Problem Manager	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Responsible for managing and overseeing problem management initiatives and activities. Participate in and assist with the facilitation of ad-hoc and recurring meetings pertaining to problem management. Revise and maintain a Problem Management (PM) plan, policies, processes, and procedures that reflect ITIL best practices. Operates and maintains the Problem Management module and associated interfaces in Service Now. Perform incident trend analysis to identify problems and perform proactive problem management activities. Provide guidance for conducting Root Cause Analysis (RCA), evaluating the RCAs provided by problem analysts, and conducting incident trend analysis. Experience managing and overseeing problem management process functions and reporting. Must have a minimum of 3 years of related experience providing IT hardware and/or software deployment, troubleshooting, and problem resolution	5 Years	Bachelor's Degree or equivalent experience and training

	support to end users. ITIL foundations or equivalent training.		
Security Analyst I	**Minimum/General Experience:** 1-4 years relevant professional experience with a minimum of 2 years focused on the protection of an organization's computer systems, networks, and data from security threats and breaches. **Functional Responsibilities:** Monitors security alerts and incidents. Assists in responding to security incidents. Conducts vulnerability assessments. Creates and maintains security documentation. Manages user access permissions. Promotes security awareness. Participates in security audits. Assists in applying security patches. Conducts initial security incident investigations. Helps manage security tools.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Security Analyst II	**Minimum/General Experience:** 5 - 8 years relevant professional experience with a minimum of 3+ years focused on the protection of an organization's computer systems, networks, and data from security threats and breaches. **Functional Responsibilities:** Leads security monitoring and incident response. Oversees vulnerability assessment and remediation. Contributes to secure system design. Analyzes emerging threats. Develops and enforces security policies. Implements security governance practices. Assesses and mitigates security risks. Generates and presents security risks. Contributes to long-term cybersecurity strategy. Evaluates and assesses the security posture of third-party vendors and partners. Generates and presents security reports to senior management and stakeholders. Coordinates and leads security awareness and training programs for employees and stakeholders.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Security Analyst III	**Minimum/General Experience:** 8+ years relevant professional experience with a minimum of 5+ years focused on the protection of an organization's computer systems, networks, and data from security threats and breaches. **Functional Responsibilities:** Develops and leads long-term cybersecurity strategy using industry best	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	practices. Designs and oversees implementation of robust security architecture, ensuring protection of critical assets and data. Develops and manages comprehensive security awareness and training programs for all levels of an organization. Leads and coordinates complex incident response efforts, including managing incident response teams and external stakeholders. Establishes and manages threat intelligence programs to proactively identify and respond to emerging threats. Utilizes advanced threat detection tools and techniques to identify and mitigate sophisticated threats. Develops and enforces comprehensive security governance frameworks, ensuring compliance with regulatory requirements. Leads security audits, assessments, and compliance initiatives, ensuring adherence to industry standards and regulations. Develops, reviews, and enforces security policies, standards, and procedures. Oversees enterprise-wide risk assessments and mitigation strategies. Coordinate and lead complex security incidents and breach responses, working closely with internal teams and external agencies. Manage the cybersecurity budget, including resource allocation and cost optimization.		
Security Engineer I	**Minimum/General Experience:** 1-4 years of relevant professional experience with a minimum of 2+ years of experience in designing, implementing, and maintaining security measures to protect an organization's computer systems, networks, and data from potential threats and vulnerabilities. **Functional Responsibilities:** Assists in identifying vulnerabilities through vulnerability assessments and penetration testing, helping to secure systems and networks. Participates in security incident detection and response, analyzing security alerts and assists with incident investigations. Contributes to the development and implementation of security policies and procedures, helping to ensure compliance with industry standards and regulations. Assists in the configuration and management of security tools such as firewalls, intrusion detection	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	systems (IDS), and antivirus software. Provides security awareness training for employees and end-users.		
Security Engineer II	**Minimum Education Level:** Bachelor's Degree Functional Responsibility: Designs, tests, and implements network security programs and incident response plans for large, complex, organization-wide networks. Provides cybersecurity expertise, including configuration, installation, and maintenance of network backbone infrastructure and supporting infrastructure. Develops and implements IT, IA, and cyber program strategies and deploys services to ensure that system and network configuration management, auditing, and IAVM/patch levels comply with policy requirements. Participates in all phases of development including planning, analysis, evaluation, programming, integration, testing, and acceptance phases. Applies technical knowledge and experience, engineering principles, and methods, including emerging or advanced technologies, to exceptionally complex technical problems to arrive at solutions. May direct small groups of junior engineers or technicians while on-site.	6 Years	Bachelor's Degree
Security Engineer III	**Minimum/General Experience**: 8+ years of relevant professional experience with a minimum of 5 + years of experience in designing, implementing, and maintaining security measures to protect an organization's computer systems, networks, and data from potential threats and vulnerabilities. 4+ years of experience in a large enterprise environment is preferred. **Functional Responsibilities:** Participates in the research, analysis, design, testing, and implementation of complex computer network security/protection technologies for information and network systems/applications. Assists in identifying security solutions for networks and virtual private networks, application systems, key public infrastructures, authentication, and directory services to ensure the security of the network and confidential data. Performs periodic vulnerability scans of networks to identify security vulnerabilities, provides remediation alternatives, and conducts security risk assessments to ensure compliance	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	with corporate security policies and adherence to best practices.		
Service Desk Analyst I	**Minimum/General Experience:** 1- 4 years of relevant professional experience with 2 + years acting as a Service Desk Analyst providing desk-side and/or service desk IT support. Must have a broad base of knowledge and be fluent in multiple IT disciplines such as computing, computer workstations, computer hardware and software, productivity tools, applications, and networking and the ability to troubleshoot end-use issues with hardware and software. A CompTIA A+ certification may be substituted for 1 year of experience. **Functional Responsibilities:** Responsible for providing desk side and/or service desk support to end users. Creates, updates, closes, incidents and service requests with the IT service management system. Adheres to IT Processes and SOPs. Escalates complex problems to level II and/or level II Service Desk Analyst when necessary.	1-4 years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.
Service Desk Analyst II	**Minimum/General Experience:** 5 – 8 years of relevant professional experience with 3+ years of experience providing desk-side and/or service desk IT support. Must have a broad base of knowledge and be fluent in multiple IT disciplines such as computing, computer workstations, computer hardware and software, productivity tools, applications, and networking and ability to troubleshoot end-use issues with hardware and software. A CompTIA A+ certification may be substituted for 1 year of experience. **Functional Responsibilities:** Responsible for providing desk side and/or service desk support to end users for complex issues. Escalation point for Service Desk Analysts I. Researches end-user issues and develops a plan for remediation. Performs research and resolution support independently. Creates, updates, closes, incident and service requests with the IT service management system. Adheres to IT Processes and SOPs. Escalates complex problems to level III Service Desk Analyst when necessary.	5-8 years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.

Service Desk Analyst III	**Minimum/General Experience:** 8+ years of relevant professional experience with 5+ years of experience providing desk-side and/or service desk IT support. Must have a broad base of knowledge and be fluent in multiple IT disciplines such as computing, computer workstations, computer hardware and software, productivity tools, applications, and networking and ability to troubleshoot end-use issues with hardware and software. A CompTIA A+ certification may be substituted for 1 year of experience. **Functional Responsibilities:** Responsible for providing desk side and/or service desk support to end users for complex issues. Escalation point for Service Desk Analysts level I and II. Ability to act independently, with initiative in a customer environment, as well as the ability to engage and collaborate with other IT Service and support teams to find and implement resolutions. Creates, updates, closes, incident and service requests with the IT service management system. Adheres to IT Processes and SOPs.	8+ years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.
Service Desk Team Lead	**Minimum/General Experience:** 5-8 years of relevant professional experience with a minimum of 3+ years accountability for managing and maintaining data/IT configuration items and data governance for a NOW platform including accountability for the configuration management database (CMDB). Possess ServiceNow certificates that focus on CMDB and data management such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS)–CMDB; ServiceNow Certified Application Developer (CAD) **Functional Responsibilities:** Holds overall accountability for managing and maintaining data/IT configuration items for the platform. Responsible for overseeing data standards and data governance. Owner of CMDB. Ensures CMDB is current, accurate and stable. Maintains data dictionary. Owns data model for the platform. Defines KPI's to manage the effectiveness of the data. Responsible for data integrations such as Discovery or 3rd party solutions to enrich CI's in the CMDB. Promotes	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	awareness and acceptance of the CMDB. Ensures CMDB is linked to business objectives. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M). Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		
Storage Engineer II	**Minimum Education Level:** Bachelor's Degree **Functional Responsibility:** Responsible for architecting and designing the storage area network (SAN). Integrates multi-vendor solutions utilizing vendor agnostic approach to design and implementing advanced storage solutions. Manages SAN team in the analysis, identification, and resolution of IT incidents, specifically related to Storage systems. Monitors storage capacity and performs forecasting. Administers the NetApp clustered Data ONTAP system. Provides technical advice on major projects to ensure integration with the SAN. Experience as a subject matter expert in managing and designing storage area networks, specializing in EMC and NetApp systems. Must have experience working with Clustered Data ONTAP software. Must possess a NetApp Certified Data Administrator Certification or equivalent relevant experience.	10 Years	Bachelor's Degree
Systems Engineer I	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Designs, installs, configures, and maintains organization's operating systems, databases, applications, and network components to ensure security and optimal performance. Responsible for the installing, managing, maintaining, and troubleshooting hardware and software on systems, to maintain the on-going operational performance of programs (software) and the hardware on which the programs run within the Mainframe, Mid-Range, or PC environments. Implements and supports local area network (LAN) and Wide area network (WAN) hardware and software. Analyzes customer workflow and procedures to recommend operational support tools and technologies to satisfy	6 Years	Bachelor's Degree or equivalent experience and training

	customer needs. Acts as a liaison between the customer, suppliers, and other technical groups to resolve network and hardware problems. Analyzes performance problems and recommends solutions to enhance functionality, reliability and/or usability. Implements operational support standards and procedures relating to change management, performance management, and security. Recommends changes and improvements to existing standards. Develops site administration manual (SAM) documentation. Provides user orientation on hardware, software, and network operations. Analyzes and resolves problems associated with server hardware, NT, applications software. Detects, diagnoses, and reports NT related problems on both NT server and NT desktop systems. Performs a wide variety of tasks in software/hardware maintenance and operational support of NT Server systems. Analyzes general information assurance-related technical problems and provides basic engineering and technical support in solving these problems. Designs, develops, engineers, and implements solutions that meet network security requirements.		
Systems Engineer II	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Responsible for developing, refining, and troubleshooting a large, distributed environment, involving UNIX and/or MS-DOS platforms. Designs, develops, tests, and implements new system software modules and enhancements to current systems; designs, develops, tests, and implements diagnostic utilities to analyze and report system status and performance. Monitors and evaluates overall system performance of operating system facilities, software products, computer services, and communications and networking facilities; specifies, installs, and tests system components as required to enable system to meet desired performance objectives.	8 Years	Bachelor's Degree or equivalent experience and training
Unix/Linux Engineer SME	**Minimum/General Experience:** 5 - 8 years of relevant experience as a UX Developer or Front-end Developer	5-8 Years	Bachelor's degree in relevant field and/or equivalent experience

	with a minimum of 3+ years of experience in creating and improving the user interface (UI) and user experience (UX) on the ServiceNow platform. Possess relevant industry certificates such as UX/UI Design Certifications; Web Accessibility Certifications. As well as ServiceNow certificates that provide a fundamental understanding of the ServiceNow platform and modules such as: ServiceNow Certified System Administrator (CSA); ServiceNow Certified Implementation Specialist (CIS) and associated micro certs; ServiceNow Certified Application Developer (CAD). **Functional Responsibilities:** Follows ServiceNow UX Design Best Practices. Translates design concepts into functional and interactive user interfaces. Implements the front-end of digital products to include writing code for web pages or applications, making sure they are responsive, visually appealing, and function as intended often using technologies like HTML, CSS, and JavaScript to create user interfaces. Creates interactive prototypes and mockups to test, validate and obtain user feed-back on design concepts. Ensures cross-browser and cross-platform compatibility. Optimizes user interface performance; ensure accessibility to individuals with disabilities. Supports the ServiceNow solution through the entire lifecycle of implementation through Operations and Maintenance (O&M).		and training. Relevant professional certifications preferred.
Wireless Engineer I	**Minimum/General Experience:** 1-4 years of experience designing, implementing, and maintaining enterprise level wireless networks. Experience in government or secure corporate environment preferred. **Functional Responsibilities:** Contributes to the design, deployment, and maintenance of wireless communication systems. Assists in planning and implementing wireless networks, conducting site surveys, and configuring wireless hardware and software components. Troubleshoots connectivity issues, optimizes network performance, and ensures network security by implementing encryption and authentication measures. Assists in evaluating new technologies and solutions for	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	wireless communication. Collaborates with cross-functional teams and documents network configurations.		
Wireless Engineer II	**Minimum/General Experience:** 5+ years' experience designing, implementing, and maintaining enterprise level wireless networks. Experience in government or secure corporate environment preferred. **Functional Responsibilities:** Plan, design, implement and maintain enterprise-wide wireless networks to meet the prerequisite connectivity, security, and reliability parameters as a member of the network team. Develop and recommend solutions to enhance wireless performance, stability, and security. Build out and maintain centralized wireless management platform and monitor network utilizes automated tools and via manual inspections. Create and generate relevant reports and present them to management as needed. Develop operational policies, train team members, and assist in event support as needed.	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Wireless Engineer III	**Minimum/General Experience:** 8+ years' experience designing, implementing, and maintaining enterprise level wireless networks. Experience in government or secure corporate environment preferred. **Functional Responsibilities:** Designs scalable and high-performance solutions that aligns with organizational needs. Excels in advanced troubleshooting, leads in-depth investigations into network issues and security incidents. Implements robust protocols and intrusion detection systems to protect against evolving threats. Optimizes network performance, conducts load testing, and manages RF spectrum to ensure reliability and resilience. Evaluates new technologies, provides leadership to engineering teams, and ensures regulatory compliance. Plans disaster recovery handles cost management, and documentation.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

1.4 FINANCIAL PROFESSIONAL SERVICES

1.4.1 Financial Services Labor Rates

Labor Category Name	Labor Rate
Financial Analyst I	$92.82
Financial Analyst II	$103.13
Financial Analyst III	$125.39

1.4.2 Financial Services Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Financial Analyst I	**Minimum/General Experience:** 1-4 years of financial management experience, preferably in a government-based environment. **Functional Responsibilities:** Assists in managing the budget and tracking expenses. Analyze spending and identifies cost-saving opportunities. Helps manage vendor relationships and contracts. Prepares and presents financial reports. Allocates costs accurately. Monitors expenses and ensures compliance, Evaluates the financial impact of projects. Assists in procurement processes. Collaborates during financial audits. Communicates financial updates effectively.	1-4 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Financial Analyst II	**Minimum/General Experience:** 5+ years of financial management experience preferably in a government-based environment. Functional **Responsibilities:** Collaborates with Accounting department on month-end closing process. Responsibilities include tracking prepaid and accrued IT expenses and calculating IT labor capital reclasses. Manages the annual budget and bi-weekly projection process for IT expenses and capital expenditures. Analyzes and communicates variances to Finance leadership. Partners with IT department to mitigate cost increases. Supports IT Business Projects through partnership with project managers and IT Leadership to identify capital and expense portions of each project and incorporate into Business Cases. Develops effective and collaborative relationships with functional business	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	partners, identifying key opportunities, as well as communicating and influencing actionable analysis. Provides standard and ad hoc financial analysis and reporting as needed to support executive decision making and continued profitable growth of the business.		
Financial Analyst III	**Minimum/General Experience:** 8+ years of professional experience in financial analysis, planning, and budgeting roles. Must have a deep understanding of financial principles and methodologies, as well as expertise in data analysis and reporting. **Functional Responsibilities:** Focuses on financial planning, analysis, and decision support. Leads budgeting and forecasting processes, collaborates with IT teams to align financial goals with technology initiatives. Provides insights into cost optimization, investment strategies, and ROI analysis for IT projects. Monitors financial performance, identifies trends, and develops key performance indicators (KPIs) to measure IT efficiency. Assesses vendor contracts and negotiates agreements to optimize IT procurement. Plays a crucial role in compliance, ensuring IT spending aligns with regulatory and company policies. Responsibilities extend to creating financial reports, presenting recommendations to senior management, and contributing to IT strategy development.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

1.5 Human Resources Professional Services

1.5.1 Human Resource Services Labor Rates

Labor Category Name	Labor Rate
Administrative Support Specialist I	$67.67
Administrative Support Specialist II	$75.20
Administrative Support Specialist III	$83.55

1.5.2 Human Resource Services Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Administrative Support Specialist I	**Minimum/General Experience:** 2+ years of experience in office administration and developing publications, documents (preferably technical documentation) that include infographics and flow charts. Advance skills in utilizing Microsoft 365 applications to prepare reports, documentation, and presentations. Demonstrated ability to work independently or under only general direction. **Functional Responsibilities:** Directly supports Program Manager or Project Manager by maintaining personnel and other files; prepares correspondence, schedules, meeting minutes, and coordinates travel. Assists in the preparation of presentations, including infographics, flow charts and other visual tools, and supports the development of contract deliverables and reports by developing and updating reports, spreadsheets, and graphic presentations to efficiently convey required data and metrics.	1-4 years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.
Administrative Support Specialist II	**Minimum/General Experience:** 5+ years of experience. Demonstrated administrative and organizational skills are required, as well as knowledge of word processing, spreadsheet, and/or other pertinent software applications. **Functional Responsibilities:** Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and/or finances for members of assigned functional unit. Performs professional level tasks requiring independent judgment, initiative, and tact; determines method of collection and analysis for assigned projects. May provide work leadership to secretarial and clerical employees; may coordinate the administrative support work within the group. Prepares various reports and makes recommendations for actions.	5-8 years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.
Administrative Support Specialist III	**Minimum/General Experience:** 8+ years of experience providing high-level support to senior-level executives. **Functional Responsibilities:** Provides senior-level support to executives, managing calendars, travel arrangements, and communication. Lead the administrative team, oversees	8+ years	Associate's degree in a relevant field. Professional certification and training in relevant areas preferred.

	office operations, and handles special projects and budgeting. Leads policy development, manages documents, and provides efficient record keeping. Coordinates meetings and events, trains new staff, and optimizes office technology and processes. Manages vendor compliance, negotiates contracts and maintains vendor relations. Aids in compliance, confidentiality, and plans emergency response.		

1.6 INFRASTRUCTURE PROFESSIONAL SERVICES

1.6.1 Infrastructure Services Labor Rates

Labor Category Name	Labor Rate
AV Architect SME	$159.48
AV Engineer III	$87.49
AV Technician - II	$77.55
AV Technician I	$62.04
IT & Telecommunications Engineer I	$79.20
IT & Telecommunications Engineer II	$84.21
IT & Telecommunications Engineer III	$87.19
IT & Telecommunications System Analyst	$93.49

1.6.2 Infrastructure Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
AV Architect SME	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Audio Visual engineer must develop, devise, and modify procedures to address complex tasks and problems. The Engineer must address functionality, capabilities, and inter-relationships between audio/Video equipment and applicable hardware and software. Tasks include the design and development of small to enterprise-level networking projects, room integration products, and/or audio and video bridging	5 Years	Bachelor's Degree or equivalent experience and training

	products. The Design Engineer is responsible for the schematic development of each project along with a Statement of Work (SOW) describing the implementation of each project. Must research and understand new leading-edge technologies as they relate to the industry. The Design Engineer must effectively communicate the engineered solution to members of Technical Services or other members of Professional Services for implementation. Assists the Sales Team in understanding the customer requirements and engineering the appropriate solution for the project. Experienced with design, installation, and service of projection screens, DLP, LCD, and CRT Projectors, Monitors, Plasma displays, Sound Systems, Control Systems, Switches, Distribution Amps, Scalers, Smart Boards, and Videoconferencing equipment is a must. Must possess great knowledge of audio video equipment with a focus on videoconferencing and projection systems. Must have IP networking and wireless system experience.		
AV Engineer III	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Performs day-to-day activities required to manage AV/VTC system, such as design, implementation, and management, to include troubleshooting of complex network issues. Provides break/fix support to all AV/VTC components. Must have related experience in providing back-end AV/VTC support, to include designing, configuring, and maintaining AV/VTC equipment. Must possess extensive skills and knowledge in design, administrating, and troubleshooting.	5 Years	Bachelor's Degree or equivalent experience and training
AV Technician II	**Minimum Education Level:** High School **Functional Responsibility:** Responsible for installing, maintaining, and repairing high-end video teleconferencing, audio, and other telecommunications equipment. This level of employee will have the capability to oversee the work of other technicians.	5 years	High School
AV Technician I	**Minimum Education Level:** High School **Functional Responsibility:** Responsible for supporting front-end AV/VTC systems, and proactively managing equipment in meeting rooms, Auditoriums, and Multipurpose rooms. Fields and resolves user questions regarding the usage of AV/VTC equipment or collaboration tools such as WebEx. Performs event scheduling	2 Years	High School

	and set-up. Installs, repairs, refreshes, and retires AV equipment. Produces live broadcast and handles postproduction editing of broadcast. Performs minor repairs and routine cleaning of audio and video equipment.		
IT & Telecommunications Engineer I	Minimum Education Level: Bachelor's Degree or equivalent experience and training Functional Responsibility: Designs, develops, implements, maintains, and enhances telecommunication networks, systems, and equipment. Analyzes existing networks and equipment and identifies opportunities for improvement. Develops solutions that meet business requirements. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.	4 Years	Bachelor's Degree or equivalent experience and training
IT & Telecommunications Engineer II	Minimum Education Level: Bachelor's Degree or equivalent experience and training Functional Responsibility: Designs, develops, implements, maintains, and enhances telecommunication networks, systems, and equipment. Analyzes existing networks and equipment and identifies opportunities for improvement. Develops solutions that meet business requirements. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.	6 Years	Bachelor's Degree or equivalent experience and training
IT & Telecommunications Engineer III	Minimum Education Level: Bachelor's Degree or equivalent experience and training Functional Responsibility: Designs, develops, implements, maintains, and enhances telecommunication networks, systems, and equipment. Analyzes existing networks and equipment and identifies opportunities for improvement. Develops solutions that meet business requirements. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.	8 Years	Bachelor's Degree or equivalent experience and training

IT & Telecommunications System Analyst	Minimum Education Level: Bachelor's Degree or equivalent experience and training Functional Responsibility: Reviews, analyzes, evaluates, and maintains an organization's telecommunications system. Designs, develops, and tests telecommunications software solutions. Provides customer training of telecommunications features and functionality. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.	6 Years	Bachelor's Degree or equivalent experience and training

1.7 PROGRAM MANAGEMENT OFFICE PROFESSIONAL SERVICES

1.7.1 Program Management Office Labor Rates

Labor Category Name	Labor Rate
Program Manager	$166.20
Program Manager II	$181.16
Program Manager III	$197.46
Project Manager I	$153.79
Project Manager II	$160.90
Project Manager III	$175.37
Service Delivery Manager	$162.55

1.7.2 Program Management Office Labor Category Descriptions

Labor Category Name	Labor Category Description	Min Years Experience	Min Education
Program Manager	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Duties may include contract management, project management, and interface with the customer. The Program Manager serves as the single contract	9 years	Bachelor's degree in relevant field and/or equivalent experience and training.

	manager and is the authorized interface with the Government s Contracting Officers Representative (COR), other Government management personnel, and customer agency representatives. The Program Manager is responsible for formulating and enforcing work standards, assigning contractor schedules, and communicating policies, purposes, and goals to subordinates and subcontractors. He or she is responsible for the overall contract performance and manages IT services and support operations that may include multiple projects. The Program Manager organizes resources to support multiple concurrent projects and manages the execution of multiple concurrent projects.		
Program Manager II	**Minimum/General Experience:** 5 - 8 years of relevant professional experience with a minimum of 5+ years of experience in overseeing and managing a portfolio of related IT projects and initiatives within an organization to achieve specific strategic goals. 2+ years of experience in developing and managing marketing campaigns Demonstrates ability to plan, execute and control projects in a coordinated manner to deliver the intended outcomes. Demonstrate the ability to manage projects based on the PMBOK (Project Management Body of Knowledge) guide. Possess relevant professional certifications such as Project Management Professional (PMP). **Functional Responsibilities:** Under the guidance of the Program Manager performs day-to-day management of program activities and implementation of strategic initiatives. Performs activities to ensure conformity of projects and contractor activities to contractual requirements and program standards. Executes plans to implement policy decisions regarding organizational structures, program evaluation, and productivity improvements. Establishes and maintains technical and financial reports to show the progress of projects to management and stakeholders. Organizes and assigns responsibilities to subordinates and oversees the successful completion of all assigned Establishes and maintains technical and financial reports to show the progress of projects to management and stakeholders. Organizes and assigns responsibilities to subordinates and oversees the successful completion of all assigned tasks. Oversees the	5-8 years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	development, maintenance, and implementation of Program Management, technical and operations plans and ensures that functional and technical activities are thoroughly documented Simultaneously plans and manages diverse and highly technical projects. Manages the development of marketing plans and communication methods of agency services and collaborates with other team members and agency representatives to promote BIT services and initiatives effectively. Participates in the negotiation and management of contract services in various program areas.		
Program Manager III	**Minimum/General Experience:** 8+ years of relevant professional experience with a minimum of 5+ years of experience in overseeing and managing a portfolio of related IT projects and initiatives within an organization to achieve specific strategic goals. Demonstrates ability to plan, execute and control projects in a coordinated manner to deliver the intended outcomes. Demonstrate the ability to manage projects based on the PMBOK (Project Management Body of Knowledge) guide. Possess relevant professional certifications such as Project Management Professional (PMP) **Functional Responsibilities:** Responsible for financial, technical, administrative, and contractual aspects of the program. Directs program activities and manages a team of cross-functional technical, managerial, and administrative personnel. Responsible for day-to-day program management and implementation of strategic initiatives. Identifies, assesses, and resolves complex business problems, issues, and risks. Manages a team that is involved in the design, monitoring, and management of enterprise-wide IT systems and applications. Liaisons with stakeholders, executive leadership, and vendors. Participates in producing and/or editing technical reports, developing the scope of work and technical proposals. Communicates strategy, requirements, and data to executive level leadership, stakeholders, and staff. Provides leadership and mentoring to team members with technical and non-technical skill sets.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.
Project Manager I	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** This position manages a diverse	7 years	Bachelor's Degree or equivalent experience and training

	group of functional activities and subordinate groups of technical and administrative personnel. Serves as the leader of a delivery/task order and assists the Program Manager in working with the Government s COR, other Government management personnel, and customer agency representatives. Under the guidance of the Program Manager, the Project Manager is responsible for the overall management of the specific task order(s) and ensuring that the technical solutions and schedules in the task order are implemented in a timely manner. The Project manager performs enterprise-wide horizontal integration planning and interfaces to other functions systems. Project Managers are senior personnel who not only have responsibility for managing projects, but also for managing people.		
Project Manager II	**Minimum Education Level:** Bachelor's Degree or equivalent experience and training **Functional Responsibility:** Responsible for overall technical project management including schedule and financial management. Performs analyses of client issues, assesses appropriate alternatives, and recommends solutions. Communicates client expectations to project team and escalates appropriate issues to senior level project staff. Maintains technical knowledge within industry and service line. Provides technical guidance to project teams.	8 Years	Bachelor's Degree or equivalent experience and training
Project Manager III	**Minimum/General Experience:** 8+ years of relevant professional experience. with a minimum of 5+ years of experience in planning, executing, and overseeing projects from initiation to completion, ensuring that they are delivered on time, within scope, and within budget, while meeting objectives and delivering value to the organization. Demonstrate the ability to manage projects effectively and is based on the PMBOK (Project Management Body of Knowledge) guide. Possess relevant professional certifications such as Project Management Professional (PMP) **Functional Responsibilities:** Manages task performance and ensures that tasks under assigned projects are completed to the satisfaction of the client; performs technical task work in area of expertise. Schedules, coordinates, directs, monitors, and reviews activities of staff to ensure quality deliverables as	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.

	assigned; reviews project technical status and coordinates on decisions to achieve project goals; reviews future project requirements and develops strategies for future work. Performs contract administration duties such as preparation of monthly status reports, budget development, and task projections and performs financial reviews and analysis. Interacts with clients on a regular basis to determine customer requirements, program workload, project status, etc. Interacts with vendors, subcontractors, other agencies, and other client staff on behalf of the client; ensures quality assurance of project deliverables. Provides subject matter expertise for assigned areas and maintains current knowledge of relevant hardware and software applications and technologies in area of expertise as assigned.		
Service Delivery Manager	**Minimum/General Experience:** 8+ years of relevant professional experience with 5+ years acting as an IT service delivery of dispersed multidisciplinary teams of desk-side and/or service desk IT support. Extensive experience in project management and control, complemented by a strong foundation in risk and schedule management, cost estimation, business process analysis, and proficiency in ITIL principles. Advanced ITIL certification required. **Functional Responsibilities:** Responsible for overseeing the efficient delivery of IT services, managing a team of desk-side and/or service desk IT professionals. Directs continuous improvements across the supporting teams to meet existing customer contract/statement of work, service level agreements (SLAs), and operating level agreements (OLAs) and compliance requirements. Works within the management structure to provide thought to leadership on ITSM and ITIL process development, the current position, roadmap, and strategic direction. Ensures the availability of resources to cover all tasks appropriately. Manages the relationship with the Client. Manages sub-contractor and vendor relationships and budgets, ensuring cost-effectiveness, security, and compliance with contract deliverables. Identifies risks and manages conflicts. Measures and reports KPIs and support reporting activities.	8+ years	Bachelor's degree in relevant field and/or equivalent experience and training. Relevant professional certifications preferred.