



Geo : Open : Big : IoT : Voice Data - Large Data Program Consulting Firm

# Services Catalog Price List

PRICE LIST EFFECTIVE DATE: January 1, 2023

## Xentity Corporation

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### CERTIFIED SDB

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## Xentity Professional Services Summary

### About Xentity Corporation -

Corporate Capabilities available at: <https://www.xentity.com/corpcap/>

### XENTITY IS THE ONLY IT CONSULTING FIRM THAT PUTS THE DATA PROGRAM FIRST.

We do this by providing data program strategy, data solution design and development, and data production operation services that put the desire for knowledge-driven decisions and management first. We focus our solutions and approaches on Geospatial Data, Open Data, Big Data, IoT/Remote Sensing and Voice large data programs. We seek to help programs who want to become more efficient, transform business, and/or integrate innovation in an era of large technology-first, cost center investment approaches. Since 2001, Xentity has provided over 350 engagements and over 50 data programs in the last 3 years alone across Federal, State, Local, Education, and Commercial Clients.

### CLIENT FOCUS

#### Client Types

- Large Data Programs
- Government Earth Agencies
- Prime System Integrators
- Startup or New Programs
- CIO Executives (CIO, CDO, GIO)

#### Data Types

- Geospatial / GIS
- Big Data
- Open Data
- IoT/Remote Sensing
- Voice

#### Industries

- Science
- Energy
- Health
- Transportation/Travel
- Emergency/Hazards
- Natural Resource Management
- CIO & CDO Services

### VISION STATEMENT

#### BY PUTTING DATA FIRST, WE PUT THE I BACK IN I.T. AND GIS

At Xentity, we focus on finding solutions to complex information problems. We strive to help organizations transform for the next generation and beyond. We love data. We believe the “I” in “IT” has been second fiddle for too long. Indeed, we are the only IT consulting firm that puts data programs first.

All too often, data is forgotten when organizations invest in costly IT Operations, new IT Systems, and replacing outdated IT Infrastructure. These organizations miss out on the vast potential of the data that already exists right at their fingertips, data whose value is waiting to be unlocked, not isolated in silos, not integrated into visuals, maps, and decision-making tools, not shared publicly. A treasure trove of possibilities that we can bring to life, revolutionizing an organization down to its very core.

Our teams identify and adapt to our clients’ unique needs. Are they seeking to introduce disruptive innovations that fundamentally alter or augment their organizations? Do they need to design a transformation solution for looming information lifecycle challenges? Are they looking for new insights by unifying data from disparate sources? Can they achieve more effective and efficient operations by improving the management of information workflow? We do all this and more by providing data program strategies, data design solutions, and data operation services that put the desire for knowledge-driven decisions and management first.

The massive data flow brought on by the rapid advancement of computing capacity will only go faster and faster as time passes. Every day, data becomes more and more integral to any organization

attempting to prepare itself for the future. In this era, we target our solutions and approaches on Geospatial Data, Open Data, Big Data, and IoT/Remote Sensing for large data programs facing Earth Data challenges that want to become more efficient, transform their businesses, and/or integrate new and exciting innovations. At Xentity, we do this by providing the best data consulting and support services available anywhere.

### Data Program Strategy and Design Services

We support our clients in creating concepts of operations (CONOPS) and strategies that consider their long-term goals. A transformation effort typically starts with strategic business drivers, looking for process efficiency, cost savings, better utilization of resources, and/or looking at ways to make a product or service more relevant. Our transformation and analysis approach, optimized and tailored to your unique needs, helps us understand your directive and motivating factors in order to derive the right implementable and relevant architecture, transition plan, and implementation guidance. Our model is built on developing and iterating upon your long term strategy, building towards a better understanding of your project, program, line of business, segment, and enterprise.

Our program and solution design methodology is nationally and internationally recognized. Our methods have been adopted as excellent business practices by the U.S. OMB. and trained at many Federal Agencies, large Government contracting and consulting firms, and International Governments.

This approach enables us to better understand value opportunities and risks, determine mitigation strategies, and increase customer awareness of recommendations. Once decisions and investments have been made, we utilize strong communication and project management skills to facilitate change.

<b>Data Program Strategy Services</b>	<b>Data Solution Design Services</b>
<u>CHIEF DATA OFFICE</u>	<u>SOLUTION ARCHITECTURE</u>
<ul style="list-style-type: none"> <li>● Data Program Policy</li> <li>● Data Program Planning</li> <li>● Organization Development</li> <li>● Data Program Governance</li> </ul>	<ul style="list-style-type: none"> <li>● Platform Architecture</li> <li>● <b>Services Architecture</b></li> <li>● Application Architecture</li> <li>● Data Architecture</li> </ul>
<u>STRATEGIC CONSULTING</u>	<u>SOLUTION ANALYSIS</u>
<ul style="list-style-type: none"> <li>● Implementation Support</li> <li>● Capital/Financial Analysis</li> <li>● Portfolio Management</li> <li>● Product Management</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Solution Requirements</b></li> <li>● Alternative Analysis</li> <li>● Data and Systems Analysis</li> <li>● Technical &amp; Platform Analysis</li> </ul>
<u>PROGRAM ARCHITECTURE</u>	<u>SOLUTION DESIGN</u>
<ul style="list-style-type: none"> <li>● Enterprise Architecture</li> <li>● Business Transformation</li> <li>● SETA/IV&amp;V</li> <li>● Enterprise Metadata Solutions</li> </ul>	<ul style="list-style-type: none"> <li>● Emerging Technology Analysis</li> <li>● Data Product Design</li> <li>● Standards Development</li> <li>● <b>Data Pipeline Design</b></li> </ul>
<u>OUTREACH SERVICES</u>	<u>TRANSITION PLANNING</u>
<ul style="list-style-type: none"> <li>● Communication PMO</li> <li>● <b>Multimedia Production</b></li> <li>● Data Program Brand Strategy</li> <li>● Workforce Development and Training</li> </ul>	<ul style="list-style-type: none"> <li>● Sequence Planning</li> <li>● Organization Transition Planning</li> <li>● Inventory Operations</li> <li>● Project Management Services</li> </ul>

## Data Program Solution Development and Operation Services

Technology is ever-changing. Year after year, the world is faster, flatter, and bigger. In this new environment, businesses invest in transformation efforts, then wait for positive results. But the desired results don't arrive. Costs creep up. Staff is stretched to the breaking point. Reality sets in; something has to give. So what's a business to do? They need to adapt. They need an approach and support that uses proven flexible methods, rolls out in chunks, and increases adoption, as Big Bang initiatives have a 90% failure rate. That is where we come in..

Once solutions are in place, the data lifecycle needs to be management. ...especially for emergent business models enabled by disruptive technologies like cloud, crowd, mobile, social networks, and/or big data. As veterans in the battle with ugly data, we have seen and lived through the real-world challenges of making data useful and informative, even beautiful. Our team understands the challenges of data management. We are internationally recognized for our expertise in geospatial data architectures, designs, and standards. We have the capability to provide ongoing and burst ETL development support. Xentity can also advise on sustainability concepts that fix data at the source.

<p><b>Data Solution <u>Development</u> Services</b></p> <p><u>DATA APPLICATIONS DEVELOPMENT</u></p> <ul style="list-style-type: none"> <li>● <b>Web and Mobile Applications</b></li> <li>● Gamification</li> <li>● Voice Skills</li> <li>● Data Tools</li> </ul> <p>DATA PRODUCT DEVELOPMENT</p> <ul style="list-style-type: none"> <li>● Data Aggregation</li> <li>● <b>Data Pipeline/ETL</b></li> <li>● Scanning, Cartographic and Publication Products</li> <li>● Business Intelligence and Knowledge Products</li> </ul> <p>DATA PLATFORM CONFIGURATION &amp; DEVELOPMENT</p> <ul style="list-style-type: none"> <li>● <b>Geospatial Platform</b></li> <li>● <b>MicroServices &amp; Data Integration</b></li> <li>● <b>Open Data</b></li> <li>● <b>Discovery &amp; Metadata</b></li> </ul> <p>RAPID PROOF OF CONCEPT</p> <ul style="list-style-type: none"> <li>● Data Flows POC</li> <li>● Alternative Application POC</li> <li>● Data Source Analysis</li> <li>● Knowledge Applications (AI, ML, DL, Analytics)</li> </ul>	<p><b>Data <u>Operations</u> Services</b></p> <p>DATA PRODUCTION</p> <ul style="list-style-type: none"> <li>● Data Product Generation</li> <li>● Geo &amp; Cartographic Product Support</li> <li>● Open Data Catalog Administration</li> <li>● <b>Data Migration Services</b></li> </ul> <p>DATA OPERATIONS</p> <ul style="list-style-type: none"> <li>● Data Management</li> <li>● Data Pipeline Operations</li> <li>● Data Classification Maintenance</li> <li>● Database Administration</li> </ul> <p>SYSTEM OPERATIONS</p> <ul style="list-style-type: none"> <li>● Data Technical Support Services</li> <li>● Help Desk Services</li> <li>● Data &amp; Geospatial Platform Administration</li> <li>● Data &amp; Geospatial Training Services</li> </ul> <p><u>CIO INFORMATION MANAGEMENT</u></p> <ul style="list-style-type: none"> <li>● CIO Reporting (CPIC, Privacy, Security, EA)</li> <li>● <b>FOIA Analysis Services</b></li> <li>● Records Management Services</li> <li>● Metadata Administration Services</li> </ul>
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## Xentity Commercial Services Labor Category - Catalog Price List

- These rates reflect the hourly labor rate per labor category for Commercial Contract Opportunities under T&M, LHTO, or FFP Contracts.
- Xentity reserves the right to increase the rate under FFP contracts when the risk associated with the scope is abnormally high.
- This catalog price list may be used if determined compliant with the RFP terms and conditions.

### Services Commercial Labor Categories

Service Areas		1. Data Design & Architecture	2. Data Technology Lifecycle	3. Data Program and Project Management	4. Data Development & Operations	5. Data Communication & Outreach Services		
Service Area Code		ARCH	TECH	MGMT	DATA	COMM	Min. Education	Years Experience
a	Staff I	130.00	60.40	67.60	74.00	73.20	A	0
b	Staff II	140.40	86.20	93.60	86.00	83.20	A	1
c	Staff III	145.60	92.60	124.80	98.00	93.80	A	2
d	Staff IV	150.80	95.91	135.20	106.00	114.40	A	3
e	Analyst I	156.00	99.22	145.60	124.00	124.80	B	4
f	Analyst II	166.40	112.32	166.40	132.00	130.13	B	5
g	Analyst III	176.80	127.92	176.80	144.00	145.86	B	6
h	Consultant I	182.00	147.49	187.20	156.00	140.40	B	8
i	Consultant II	192.40	171.83	197.60	166.00	153.40	B	10
j	Consultant III	202.80	199.32	213.20	172.00	159.90	B	11
k	Senior Consultant I	208.00	233.20	228.80	180.00	166.40	B	12
l	Senior Consultant II	218.40	246.03	239.20	202.00	177.19	B	13
m	Senior Consultant III	228.80	270.63	249.60	220.00	194.48	B	14
n	Advisor I	254.60	282.14	260.00	240.00	187.20	B	15
o	Advisor II	280.80	321.64	280.80	280.00	-	B	20
p	Advisor III	312.00	366.66	312.00	302.00	-	B	25
q	Analyst Manager I	-	-	-	156.00	-	B	4
r	Consultant Manager II	-	-	-	172.00	-	B	6
s	Advisor Manager III	-	-	-	220.00	-	B	12

**Services Commercial Labor Categories (continued)**
**Data Outreach A/V**

Labor Categories		Rates	Min. Education	Total Years Experience
h	Creative Manager I	\$62.40	A	0
i	Creative Manager II	\$93.60	B	2.5
j	Creative Manager III	\$156.00	B	4
k	Creative Manager IV	\$218.40	B	7
l	Creative Manager V	\$239.20	B	10
m	Writer I	\$72.80	A	1
n	Writer II	\$104.00	B	2.5
o	Writer III	\$218.40	B	4
p	Grip I	\$52.00	A	0
q	Grip II	\$72.80	A	2
r	Grip III	\$93.60	A	5
s	Videographer I	\$99.84	A	2
t	Videographer II	\$166.40	A	4
u	Videographer III	\$220.48	B	6
v	Audio Sweetener I	\$93.60	A	0
w	Audio Sweetener II	\$145.60	A	3
x	Editor I	\$72.80	A	0
y	Editor II	\$135.20	A	2.5
z	Editor III	\$166.40	A	4
aa	Editor IV	\$197.60	B	10
bb	Editor V	\$249.60	B	10

**Education Equivalent Experience Requirements**

The Education and Experience is summarized in the price catalog table above and further described in the labor category description below. The following explains the column headings above referencing Education and experience requirements. The education / degree requirements for all roles and labor categories can be equivalently met with work experiences as defined below:

Code	Degree Requirement	Experience Equivalent
A	Associate's Degree	Two (2) years of work experience
B	Bachelor's Degree	Four (4) years of work experience
M	Master's Degree	Seven (7) years of work experience, preferably as former executive with experience in subject matter or domain.

**Pricing Terms & Conditions**

The following terms and conditions are applicable to the aforementioned prices.

**A. Pricing of Labor Categories**

The pricing is applicable when no exceptions are taken to the Xentity pricing structure including the allowance of the typical direct charge labor categories. For example, Xentity prices Program Management direct to projects and bills clients for the MGMT labor. When a client does not allow the MGMT to be priced or billed to the project, the above rates are to be adjusted to account for that service to be included in the burdened rate. This, naturally, would cause an increase in the labor rate shown above.

**B. Time and Material Contract**

When pricing a T&M contract, common practices do not allow for a profit or fee to be billed on top of the cost of non-labor items such as travel, materials, subcontracts, etc. Xentity handles this by increasing the fixed hourly rates by the necessary amount to ensure the appropriate profit/fee is earned at the end of the project. For example, if a T&M opportunity is being priced that includes \$100,000 of materials, the rates would be increased

from the above schedule of rates to account for the profit that would be earned on the materials if the contract were a FFP or cost reimbursable contract type.

Also, Xentity applies a G&A factor on all non-labor other direct costs (ODCs) such as materials, travel, subcontracts, etc. When a client does not allow the addition of the G&A factor to the billed non-labor ODCs, the above prices shall be increased to offset this non-allowance of the G&A factor.

### C. Invoices and Invoice Payments

The above pricing is based on Xentity submitting at least two monthly invoices with prompt payment terms being within 30-days or less. Any exception to these conditions may cause a rate increase to offset the differing terms. Payment address provided at top of price list.

### D. Discounts Based on Contract Dollar Value

To reward the client for offering larger dollar value order/contracts to Xentity, the following pricing discounts are offered. These discounts are applied to the rates given above.

CONDITION	% Discount
Total Xentity Labor Dollars Exceed \$350,000	3.0%
Total Xentity Labor Dollars Exceed \$1,000,000	4.0%
Total Xentity Labor Dollars Exceed \$2,000,000	5.0%

#### Note

The above discounts are only applicable when the priced labor (including all indirect factors and profit) exceeds the value shown above. It is not applicable when non-labor costs, or their associated indirect/profit factors, take the price to the thresholds shown above.

### E. Other Terms

- Geographic Coverage for Price lists is based on the Domestic United States. International Pricing can be provided.
- Government credit card payment accepted up to maximum thresholds guided by FAR for micropurchase.
- Time of delivery will be specified on the task orders.

## Commercial Services Labor Category Descriptions

### 1. Data Design & Architecture (ARCH)

#### ARCH Staff I

- Primarily assist architecture and design work product logistics or rote-task support such as supporting analysts and consultants
- Helping organize and gather data for analysis,
- Coordination Interviews, meeting and design notes
- Architecture work product metadata capture skills,
- Organize work product templates
- Support review and publishing/editing
- Assist analyst and consultant in work product development including research, discover, conceptual and logical definition, requirements, design and late phases implementation, productization,
- Support one or multiple projects at once
- Expected to be self-motivated, interpersonal, accountable, and able to handle failure while building upon success. Problem Solving must be a core capability.
- Must have strong oral, written and office automation tools skills.
- Not a client interface position

#### ARCH Staff II

- Can perform Architecture Staff I skills with additional cited experience/education.
- Provides process or data simulation to help with architecture process or product demonstrations.

#### ARCH Staff III

- Can perform Architecture Staff II skills with additional cited experience/education.
- Provides familiarity, education, or experience in the subject matter or domain being supported, prototyped, demonstrated or simulated.

#### ARCH Staff IV

- Can perform Architecture Staff III skills with additional cited experience/education.

#### ARCH Analyst I

- Can perform Architecture Staff tasks with additional cited experience/education.
- Develops architecture and design work product leveraging intermediate management and task analyst skills such as supporting consultants and senior consultants
- Develop creative and innovative design, architecture and development work product output.
- Develops work products to support consulting positions creating findings and recommendations.
- Develops analytical products in performance, process, data, systems, application, technology, or security
- Analysis activities can uncover and present opportunities, findings, and potential alternatives for improvement, savings, efficiencies, effectiveness, trends, and further studies in appropriate analysis
- Work products developed may be models, architecture, alternatives, white papers, datasets, inventories, policy, planning, or scripts.
- Familiar with analytical methods such as applicable scientific paradigms, engineering protocols and practices , enterprise, segment, and solution architecture methods, research methods, and reporting.
- Experienced in necessary, applicable tools and components (e.g. software, hardware, STEM toolsets & technology, required protocols, procedures, and standards)
- Must be able to quickly ramp-up and be externally aware with strategic and tactical thinking. Analysis must be able to consider cultural and business implications, as well as perform traditional technical analysis.
- Apply their strong analytical and communication skills to support strategy teams.
- Able to work in various lifecycles and methods such as agile, lean, rapid, waterfall, iterative, experimental, hypothetical, computational, data-driven, etc.
- Has strong office automation and appropriate technical tools skills.
- Not a client interface lead position
- Degree in Science, Technology, Engineering or Mathematics

#### ARCH Analyst II

- Can perform Architecture Analyst I Tasks with additional cited experience/education.



- Performs Business analysis such as operation quality analysis, business case financial modeling, user experience, statistics-based, domain or general corporate policy analysis, requirements analysis, governance analysis, business process analysis, program assessment, industry and market analysis, data lifecycle management, business service portfolio and stakeholder input analysis.

### **ARCH Analyst III**

- Can perform Architecture Analyst II tasks with additional cited experience/education.
- Provides domain-specific analysis providing subject matter expertise.

### **ARCH Consultant I**

- Can perform Architecture Analyst tasks with additional cited experience/education.
- Provides relevant to strategy, business, or technical consulting and familiarity with intermediate client subject matter and domain and have advanced expertise in analysis and advisory for organizations.
- Evaluates findings and alternatives and in segment/focus areas at the mid-level scope such as logical work products which ultimately frame the analyst work products.
- Interprets analysis outputs and evaluates or makes analyst products when required.
- Support Senior Consultant in revising recommendations or alternatives
- Leads and mentors analysts in crafting work products focused on target architecture, new business models, and governance maturity.
- Designs and develops findings to support strategic improvement opportunities, plans, models, standards and/or specifications, frameworks, recommendation sequence planning metadata, readiness assessments, supporting governance constructs
- Designs and advises delivery development teams in implementation frameworks, service management constructs (e.g. testing harness, procedures, and risk plans, service operation runbooks).
- Facilitates architecture generation vision sessions, support performance, business, and technology scenarios modeling, perform findings, recommendations, alternative, cost, risk, impact, and performance analysis using structured approved methods.
- Defines taxonomies, prioritization, reference models, etc. via leveraging a diverse set of input and client interactions.
- Can lead a sub-team up to 3 team members providing decisive direction and brings entrepreneurship as core competency.
- Seeks input from Senior Consultant and is capable of adapting to political and cultural surroundings, and influence and help in negotiating what is required to accomplish recommendations.
- Works in mixed team environments (i.e. company, subcontractor, mission experts, vendors, client).
- Participates, facilitates and leads client interface interactions such as in data gathering in interviews, audits, presenting basic reports, conceptual, vision, and recommendation exercises or presentations.
- Basic familiarity with client subject matter and domain.

### **ARCH Consultant II**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 2 of those years for SPECIFIC tasks.

### **ARCH Consultant III**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 2 of those years in specific subject matter expertise.
- Leads other Consultant, Analyst or Staff positions.

### **ARCH Senior Consultant I**

- Can perform Architecture Consultant tasks with additional cited experience/education.
- Provides strategic visioning for organizations providing advanced expertise in analysis and advisory for organizations.
- Provides clients advisory leveraging well-versed experience in people and team/coalition building skills with emphasis on understanding political and cultural surroundings and supporting influencing recommendations.
- Propose recommendations and alternative analysis options to and for a client executive team through conceptual, vision, and recommendation exercises or presentations.

- Strong in policy, information and data management workflow, governance analysis, service lifecycle design and continuous change management.
- Presents recommendations, alternatives, discusses difficult problems and advises on adjustments with clients, and supports client requests for presentation support.
- Applies proper methods based on different cultures, business models, and technology footprint and recommends proper adjustments to architecture methods.
- Creates the conceptual work products which frame the consultants logical work products considering entire "Line of Sight" analysis on how different deliverables connect across the lifecycle progresses.
- Discovers, leads, and develops conceptual, segment, and enterprise work products for tactical and strategic solutions, alternative analysis, conceptual strategic models, and strategy formulation and implementation or the domain such as organizational or cultural transformation challenges.
- Supports choosing and recommending the correct level of architecture, design, management, and investment analysis required to achieve desired progress.
- Capable of leading office (e.g. CDO, CIO, PMO, Governance) in design initiatives and coalition coordination relative to client maturity state, resources, and goals.
- Excellent at integrating cross-cutting concepts (e.g. systems of systems, data integration, governance, segments to enterprise) to uncover opportunities for efficiency, transformation, and innovation gains.
- Can lead up to 5 sub-team (of up to 5 team members each) advising the strategy laid out by the Advisor level, looking for tactical scope recommendations and understanding of how components and challenges fit together.
- PRIMARY client point of contact providing strong client facilitation through the vision and recommendation process with executive level sponsors, and exceptional communication skills for reporting and guiding strategic and tactical efforts.

### **ARCH Senior Consultant II**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 4 of those years for SPECIFIC tasks.

### **ARCH Senior Consultant III**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 8 of those years in specific subject matter expertise.
- Leads other Senior Consultants and teams.

### **ARCH Advisor I**

- Can perform Architecture Senior Consultant tasks with additional cited experience/education.
- Provides executive level advisory across multiple programs relevant demonstrated deep expertise in best practices expertise across industries and have deep specialized skills in measuring client business performance, market analysis, and strategic visioning for large organizations providing advanced expertise in analysis and advisory for organizations.
- Provides extraordinary awareness of organization, business, and technical strategy with unique subject matter expertise for client engagements to help create the line of sight for clear vision to be implemented by client and implementation team.
- Coaches and consults Senior Consultant on conceptual work products
- Analyze and design financial, performance, and organizational models
- Is capable of crafting actual outputs (e.g. pen to paper) moving beyond traditional advisor 'influence' role through conversations.
- Monitor performance aligned to strategic level new or major modifications to client portfolios
- Review and guide team analysis, design client sector or division process, strategy, and business models, and very strong capabilities to interact with executives through technical.
- Provides strategic thinking and visionary considering client capability to execute recommendations.
- Client interface as alternatives guide in organic manner for pre and post work products.
- Advise executives on personal leadership strengths and challenges.
- Provide thought leadership to engagement teams in formulating strategy as part of contract progress reviews.
- Engage with executive and business development staff to assist in corporate growth.
- Propose forward-thinking predictions related to issues and challenges affecting a client's business.

- Develops creative, innovative strategies to enhance client processes and practices.

### **ARCH Advisor II**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 15 of those years for SPECIFIC tasks.

### **ARCH Advisor III**

- Can perform Architecture Consultant I skills with additional cited experience/education.
- Demonstrated architecture domain experience in additional 20 of those years in specific subject matter expertise.
- Leads other Senior Consultants and teams.

## **2. Data Technology Lifecycle (TECH)**

### **TECH Staff I**

- Demonstrates basic understanding of data lifecycle skills
- Supports analysts in operations and work product logistics or rote-task support
- Executes Administrator, developer/programmer, analyst & specialist, Data, Network, and/or Security.
- Tasks include prototyping, repeatable development review tasks, and documentation updates

### **TECH Staff II**

- Can perform Technical Staff I skills with additional cited experience/education.

### **TECH Staff III**

- Can perform Technical Staff II skills with additional cited experience/education. WITH that experience on the specific process, data and/or IT technologies

### **TECH Staff IV**

- Can perform Technical Staff III skills with additional cited experience/education.

### **TECH Analyst I**

- Can perform Technical Staff I tasks with additional cited experience/education.
- Demonstrates intermediate application as practitioner in Agile Development lifecycle.
- Develops analysis findings aligned to situation, scope, user story, and maturity goals.
- Identifies acceptance criteria balance in quality, time, and costs.
- Executes technical tasks in administrator, developer, programmer, or data management.
- Supports consultants in technical analysis such as modeling, architecture analysis, technology evaluation, prototype development, or software engineering.
- Familiar with technical design methods such as applicable scientific paradigms, engineering protocols and practices, and technical stack architecture.
- Demonstrates understanding of the applicable development and analysis tools and components (e.g. software, hardware, STEM toolsets & technology, required protocols, procedures, and standards).
- Demonstrated process-driven approach to ensure local technical output successfully works/performs in a larger environment.
- Maintains data environment administration of the lake, cube, fabric, warehouse, etc. including performance and data lifecycle service management monitoring. Data platform or data system administrator.
- Presents user story outputs in demonstration, automated testing results, and captures findings and adjustments for client iteration.
- Identifies technical debt and potential alternatives for improvement, savings, efficiencies, effectiveness, trends, and further studies in appropriate technical or business analysis.
- Follows analysis best iteration practices using Deming or other test, measure, analyze, fix models.
- Demonstrates development and operation experience on the specific technologies.

### **TECH Analyst II**

- Can perform Technical Analyst I tasks with additional cited experience/education.
- Demonstrates intermediate application as practitioner in Agile Development lifecycle.
- Demonstrates design and implementation experience on the specific domain technologies.

- Assist in technical capacity planning for new and existing infrastructure, monitor and evaluate hosting environment and services for performance and usage trends, and engage in change management processes for all stages of deployment lifecycle.

### **TECH Analyst III**

- Can perform Technical Staff I tasks with additional cited experience/education.
- When in administrator or implementation configuration or release manager role, provides the managed cloud service environment security, IT Compliance, and service levels agreements.
- Demonstrates advanced application as practitioner in Agile Development lifecycle.
- Demonstrates define experience on the specific technologies for epics and user stories.
- Demonstrates subject matter expertise.

### **TECH Consultant I**

- Can perform Technical Analyst I tasks with additional cited experience/education.
- Demonstrates advanced application as practitioner in Agile Development lifecycle
- Design the infrastructure/cloud environment and deployment needed to facilitate the supply, developer, and user flows to meet service level expectations. Infrastructure as Code.
- Builds strong team rapport providing findings support for team members and clients.
- Evaluates findings and alternatives and in segment/focus areas at the mid-level scope such as logical work products which ultimately frame the analyst work products.
- Develops team and client best practices for development and operations lifecycle
- Interfaces with client on requirements gathering, design, and demonstrations
- Supports Senior Consultant in technical recommendation reviews.
- Demonstrates high coachability from Senior Consultant especially in Design phase
- Executes design activities such as Emerging Technology Analysis, Data Product Design, Standards Development, Data Pipeline Design)
- Executes solution analysis and development activities such as Data and Systems Analysis, Technical & Platform Analysis)
- Applies Rapid proof of concept development in Alternative Application, Services, Pipeline, Knowledge Applications (AI, NLP, ML, DL, Analytics))
- Executes implementation, transition planning, and applies service management operation best practices.
- Creates work products such as shared libraries, APIs to standards, scaled infrastructure-aligned technical solutions, robust DevOps solutions
- Conducts discovery analysis using both precedence analysis, listening sessions, and designing iterative hands-on tactical tests.
- Captures runbooks, wikis, and documentation for team review
- Supports technical development with a focus on transformation efforts focused on modernization, austerity, or consolidation.
- Can lead a sub-team up to 3 team members.
- Basic familiarity with client subject matter and domain.

### **TECH Consultant II**

- Can perform Technical Consultant I tasks with additional cited experience/education.
- Demonstrates basic understanding of Solution Architect role and assistant to Senior Consultant
- Deep understanding of specific technical domains with 2 additional years of experience.
- Designs architecture findings aligned to governance, enterprise architecture, business requirements, business case, etc. Develop solution architecture principles, patterns, logical process, data, application, technology, security, and transition plan work products.
- Demonstrates leadership in enterprise architecture alignment to standards, interfaces, security, and information management practices
- Coordinates with as required by software development life cycle roles to assure proper sprint application of architecture design, management, planning.
- Perform application and database management, implement data lake/housing practices, utilize extract/transform/load (ETL or ELT) tools and processing, integrating data architectures, design, and programming, and implement and administer database engines/technologies.

- Advise technical findings and support Senior Consultant recommendations database design, architecture, and deployment strategies.

### **TECH Consultant III**

- Can perform Technical Consultant I tasks with additional cited experience/education.
- Demonstrates intermediate understanding of Solution Architect role and top delegate to Senior Consultant
- Applies knowledge of software lifecycle processes to ensure quality applications are designed, tested and delivered, and perform systems integration and acceptance testing.
- Provides senior level support for the implementation of enterprise-level processes and/or procedures and is responsible for project results in terms of code quality, delivery schedule, and requirements management.
- Analyzes and documents requirements, prepares design specifications, develops software, creates and implements test plans and installation.
- Professional experience and proficiency in providing development services using full-stack and web service development technologies and relevant scripting languages, development tools and interchange formats.
- Deep understanding of specific technical application for subject matter with 2 additional years of experience.
- Capable of learning up to 5 person track teams.

### **TECH Senior Consultant I**

- Can perform Technical Consultant III tasks with additional cited experience/education.
- Strong technical domain knowledge
- Rapidly focuses on subject matter expertise growth with emphasis on client performance indicators
- Defines Epics and Roadmaps
- Provides technical leadership in acceptance criteria, roadmap development, and epic technical product management
- Decomposes epics to user stories and advises project management and client on sprint planning.
- Devise templates for teams to perform alternative analysis, user story cards, operations runbooks, configuration wikis, DevOps frameworks
- Architects data pipelines, full stack architectures, technology platform recommendations, knowledge data lake/houses, and analytics integration
- Demonstrates coaching and mentoring skills for team members and clients.
- Solutions adapt to understanding political and cultural surroundings and supporting influencing recommendations.
- Demonstrates triggers of when to engage different levels of advisory boards and consultation.
- Acts of primary client point of contact on technical issues, direction, and planning.
- Lead a client executive team through conceptual, vision, and recommendation exercises or presentations.
- Expert in cross-team collaboration including internal and external stakeholders.
- Provides Program Management guidance on staff and resource estimation with solid bottom-up assumption and pointing capabilities.
- Works well with data development and operations to determine coordinate points for requirements, design, sprint planning, QA, and implementation.
- Documents Agile Roadmap, Epics, Stories, and Operations Management best practices and runbooks.
- Presents an influence level to guide investment, ROI/TCO evaluations, and decision-making with a tie to line of sight to goals, stakeholders, conceptual architecture, costs, benefits, and resources.
- Capable of hands-development, operations, and maintenance as lead of a track.
- Can lead up to 15 sub-team (of up to 5 team members each)

### **TECH Senior Consultant II**

- Can perform Technical Senior Consultant I tasks with additional cited experience/education.
- Demonstrates advanced understanding of Solution Architect role
- Deep understanding of specific technical domains with 5 additional years of experience.
- Demonstrates excellent rapport and adjustments to behavioral and interaction styles with client and team.
- Provide data management support to a data center and advise management on the acquisition/installation of hardware equipment, software, and maintenance agreements relating to data management.
- Advise and integrated data architectural requirements, implement data warehousing methods, extract/transform/load (ETL or ELT) tools and processing, assist in any required system conversions to ensure

smooth conversion, work in conjunction with other organizations to rectify data errors, assess needs and develop solutions to make processes more efficient.

- Oversee the integrity, maintenance and dissemination of spatial data according to standard data policies and procedures and manages the organization and directory structures for the data to allow accessibility and efficient storage.

### **TECH Senior Consultant III**

- Can perform Technical Senior Consultant II tasks with additional cited experience/education.
- Deep understanding of specific subject matter expertise, program area, or equivalent with 5 additional years of experience.

### **TECH Advisor I**

- Can perform Technical Senior Consultant III tasks with additional cited experience/education.
- Supports up to 10 projects in parallel
- Demonstrates expertise in identifying early course correction on phases through proactive gate identification, establishing mentoring and coaching programs
- Provides guidance on Portfolio Management, Product Management, SETA/IV&V, sequence and transition planning
- Develops influence analytical work products capturing business trends, line of sight alignment, as-is/to-be trend guidance, maturity alignment
- Large emphasis on re-use of precedence and identification where appropriate.
- Advises Senior Consultant on risk areas, proactively backlogging and advising on priority of change controls
- Interfaces with executives through development staff to assist in portfolio and investment visioning.
- Demonstrated track record of 'recent' solutions which address KPIs, TCO, and ROI within the last 5 years.
- Adjusts recommendation and advisory to proper level of efficiency, transformation and innovation.

### **TECH Advisor II**

- Can perform Technical Advisor I tasks with additional cited experience/education.
- Demonstrates advanced understanding of Enterprise Architect role
- Deep understanding of specific technical domains with 15 additional years of experience.
- Demonstrates excellent relevant to strategic business or technical consulting.
- Demonstrates specialized technology stack expertise measuring client business performance, market analysis, and strategic visioning.

### **TECH Advisor III**

- Can perform Technical Advisor II tasks with additional cited experience/education.
- Deep understanding of specific technical domains aligned to subject matter with 20 additional years of experience.
- Demonstrates specialized technology stack expertise measuring client business performance, market analysis, and strategic visioning.
- Demonstrated history of influencing successful investment strategies achieving stakeholder and stockholder outcomes.

## **3. Data Program and Project Management (MGMT)**

### **MGMT Staff I**

- Demonstrated introductory knowledge of basic management, communication, and organizational skills.
- Supports operational processes in Business Management support for status reports, deliverable production, data entry, administration data entry, and clerical review.
- Under consulting guidance, gathers reporting information.
- Sets up cadence meetings and manages calendars.
- Executes checklists reviews.
- Executes real-time note taking.
- Prepare logistic documents such as meeting agendas.
- Edits and revises project templates, documentation.
- Prepares project documentation and similar forms as a project management assistant.

- Expected to be self-motivated, accountable, and able to handle failure while building upon success.

### **MGMT Staff II**

- Can perform Management Staff I tasks with additional cited experience/education.
- Demonstrates rapid improvement in note-taking skills over Management Staff I
- Acts as Management Consultant assistant in common project management tasks - publication, format, edit, publish, package, checklist, graphics.
- Supports multiple projects at once - external or internal - where possible.
- Supports management tasks across all phases (Discover, Define, Design, Develop, Implementation, Operations).
- Demonstrates capability to follow workflow and processes with high-quality deliverable results.
- Can populate business management templates including basic forms, resumes, and repeatable forms.

### **MGMT Staff III**

- Can perform Management Staff I tasks with additional cited experience/education.
- Demonstrates specific subject matter domain with additional 2 years.
- Coordinate project logistics and reporting inputs in support of management consultants.
- Demonstrates execution of quality control gate checks and acceptance validation.
- Demonstrates process-oriented, resilience, and strong conflict management skills.
- Manages coordination points of small project teams across diverse staff, vendors, and subcontractors including coordinating dependencies and identifying the critical path of a project.

### **MGMT Analyst I**

- Can perform Management Staff II tasks with additional cited experience/education.
- Demonstrates intermediate management, communications, organization, and leadership skills.
- Supports Consultants in change management analysis in areas of corporate governance, operations, contracts, and talent management.
- Tracks and supports status and tracking using Agile Kanban or Scrum Project Management techniques with capability to train and execute.
- Provides analytical support to planning, strategy, project management, and related technical teams, preparing analysis reports.
- Performs information gathering and needs analysis via stakeholder interviews and other customer interaction.
- Supports foundational lifecycle management principle activities for cost, time, quality, scope, and risk management for projects, program or product management and organizational development.
- Financial or Compliance Business Management supports evaluations of compliance procedures, analysis for adjustments for compliance, business systems, or end-product response packaging (i.e. proposals, audits, reports, evaluations).
- Provide feedback regarding management strategy and process. Track project metrics and provide feedback for process improvement.
- Capable of leading team meetings or working sessions in various tracks of up to 10 people.
- Communicate and influence at client management level to help in proper framing of issues for escalation.

### **MGMT Analyst II**

- Can perform Management Analyst I tasks with additional cited experience/education.
- Strong foundations of project, program, and program management capabilities such as cost, risk, scope, quality, and contract management.
- Executes continuous improvement of Policies, Procedures Development, Compliance Business Practices and operational documentation (e.g. runbooks).
- Analyzes Total Cost of Ownership (TCO), support culture impact, organization readiness assessment, or other cross-cultural/business/technical impact analysis to organization due to new transformation efforts.
- Analyzes Financial or Compliance Business Management and application of compliance regulations to general business practices (i.e. policies, procedures, accounting, invoicing, allocations, etc.).
- Analyzes contract analysis, negotiation, and audit support > (analysis and recommendations).
- Provides requirements and proposal support applying the Shipley model for management, pricing, agreements, compliance, and editing.
- Analyzes business practices and propose findings to improve efficiency and compliance

- Coordinates project tracks with up to 10 people.
- Trained in quality control plans including in cadences, roles and responsibilities, risk management, tracking, tools, and quality assurance.
- Can coordinate outsourced business functions across enterprise runbooks, audit support, requirements proposal response, and/or contract lifecycle management.
- Performs project business requirements, such as writing subcontracts, setting up project cost reports, developing earned value processes, etc.

### **MGMT Analyst III**

- Can perform Management Analyst II tasks with additional cited experience/education.
- Captures Interpretation of Contracts And Subcontracts Requirements.
- Supports consultants in negotiation, fact-Finding, price/cost Analysis.
- Supports Contract Initiation, Close-out, and modification procedures.
- Designs and Develops workflow, runbook, and checklists development and iteration in support of compliant Internal business practices across all functions.
- Supports Audits in Business Systems, Processes, Insurance, Agreements, and documentation.
- Shreds requirements (e.g. proposals, statements of work, performance work statements) to support template development.
- Provides policy, procedure, and governance change management support.
- Develops tabular analytics in pricing, budget, utilization, risks, velocity.
- Develops solutions for cadences, ceremonies, and appropriate toolsets.
- Analyzes and adjusts management workflow to optimize teams.
- Demonstrates intermediate understanding of Contract Management in Government Rules & Regulations, Acquisition, Policies & Procedures, and Requirements for ALL Contract Types and Actions.
- Demonstrates subject matter expertise in client professional services contracts, controls, and agreements.

### **MGMT Consultant I**

- Can perform Management Analyst II tasks with additional cited experience/education.
- Demonstrated intermediate management, communication, organization, and leadership skills.
- Reviews and Prepares completed template responses to orders, contracts, modifications, subcontracts, Master Task Agreements, GSA Schedules, etc.
- Discovers changings in quality controls and works with consultants to adjust findings and recommendations.
- Leads fixed firm price projects across all professional services.
- Initiates, manages, and operates robust quality assurance and quality control programs.
- Discovers and adjudicates adjustments in quality controls in communications, cadences, risk, tools, and reporting.
- Facilitates small workshops, meetings, and sessions in efficiency, transformation, and innovative projects and orders at primarily sub-executive level.
- Facilitates in agile, iterative, incremental, or waterfall Project Management process or infrastructure
- Supports via facilitation a client executive team through conceptual, vision, and recommendation exercises or presentations.
- Lead project team of up to 20 staff.
- Can coordinate tracking tools and solutions across diversity of input and client interactions and help in developing others.
- Proactively seeks senior consultation in understanding of political and cultural surroundings, and influence and help in negotiating what is required to accomplish recommendations.
- Works in mixed team environments (i.e. company, subcontractor, client).
- Facilitates risk management controls beyond administration with identification of observations and findings to lower probability and impact.
- Lead clients and team through project reviews / quality assurance activities.

### **MGMT Consultant II**

- Can perform Management Consultant II tasks with additional cited experience/education.
- Demonstrates specific subject matter domain with additional 2 years.
- Demonstrates advanced understanding of Contract Management in Government Rules & Regulations, Acquisition, Policies & Procedures, and Requirements for ALL Contract Types and Actions



### **MGMT Consultant III**

- Can perform Management Consultant II tasks with additional cited experience/education.
- Demonstrates specific subject matter expertise with client context of 2 years.
- Demonstrates advanced understanding of Contract Management in Government Rules & Regulations, Acquisition, Policies & Procedures, and Requirements for ALL Contract Types and Actions.

### **MGMT Senior Consultant I**

- Can perform Management Consultant I tasks with additional cited experience/education.
- Demonstrated advanced management, communication, organization, and leadership skills.
- Leads larger programs across all professional services
- Develops management recommendations for management concepts of operations.
- Determines quality and change controls in programmatic functions
- Facilitates large workshops, meetings, and sessions in efficiency, transformation, and innovative projects and orders at executive or sub-executive level.
- Manages up to two large scale programs totaling up to 25 staff.
- Outlines and details out various alternatives for implementing, planning, and analyzing recommendations for implementation including impact to performance, budget, products and services, process, data, systems, human capital through line of sight analysis.
- Supports transfer and transition plans to execute the plan including gap, alternative, and risk analysis
- Leads a client executive team through advanced planning and management processes.
- Ensures all deliverables are complete and as the team lead, is responsible for on-schedule performance of consultants and analysts.
- Provide management advisory to clients and internal team
- Designs, develops and implements frameworks for jobs, teams, structure, governance, functions and groups of functions

### **MGMT Senior Consultant II**

- Can perform Management Senior Consultant I tasks with additional cited experience/education.
- Manages up to two programs totaling up to 50 staff.
- Demonstrates specific subject matter domain with 5 years of additional experience.

### **MGMT Senior Consultant III**

- Can perform Management Senior Consultant II tasks with additional cited experience/education.
- Manages up to two programs totaling up to 100 staff.
- Demonstrates specific subject matter expertise with a client context of 5 years.

### **MGMT Advisor I**

- Can perform Management Senior Consultant I tasks with additional cited experience/education.
- Demonstrates management advisory across 3 to 5 projects.
- Executes with extraordinary awareness of organization, business, and technical strategy with unique subject matter expertise for client engagements.
- Coaches and advises Senior Consultant on conceptual work products.
- Audits proper project quality controls are in place. Advisor is an expert in relative Subject Matter capable of understanding client needs, goals, and helping design and formulate architectural and management directions and alternatives.
- Ensures Senior Consultant applying appropriate best practices relative and relevant to client domain, client's current, near-term, and future problem set.
- Frames, guides, oversees, and executes in-depth management evaluations, analysis, research, study, or the like following customer definition which could include high-complexity, highly-complicated performance, organizational, financial, technical, data, process, and other enterprise or domain specific requirements.
- Provides management strategic thinking and visionary consideration of client capability to execute recommendations.
- Assist in conceptual governance, management, and policy lifecycle development including strategic alignment, portfolio evaluation, organizational development, management and governance review, transformation methods, quality control and assurance, human capital development, performance modeling, budget

formulation, and program planning all based on comparable experience and applicable to customers' corporate context.

- Demonstrates capability to bring and extend practice portfolio and familiarity with engagement techniques and tools.
- Interfaces with clients in a pre and post work.
- Advise executives on personal leadership strengths and challenges.
- Provides thought leadership to engagement teams in formulating strategy as part of contract progress reviews.
- Engages with executive and business development staff to assist in corporate growth.
- Proposes forward-thinking predictions related to issues and challenges affecting a client's business.
- Develops creative, innovative strategies to enhance client processes and practices.
- Engages with executive and business development staff to assist in corporate growth
- Trained in Business Administration, Economics, Management or specific relevant subject area.
- Demonstrated 10 years in Management expertise.

#### **MGMT Advisor II**

- Can perform Management Advisor I tasks with additional cited experience/education.
- Demonstrated executive level experience in subject matter or domain.
- Demonstrated 20 years in Domain expertise.

#### **MGMT Advisor III**

- Can perform Management Advisor II tasks with additional cited experience/education.
- Demonstrates best practices expertise across industries and has deep specialized skills in measuring client business performance, market analysis, and strategic visioning.
- Demonstrated 25 years in subject matter expertise.

### **4. Data Development & Operations (DATA)**

#### **DATA Staff I**

- Demonstrates basic understanding of data lifecycle skills
- Supports data analysts in operations and work product logistics or rote-task support
- Executes data administrator, developer, analyst & specialist, scripting, and/or operations.
- Tasks include dataset prototyping, repeatable development review tasks, and documentation updates

#### **DATA Staff II**

- Can perform Data Staff I skills with additional cited experience/education.
- Performs data scraping, basic data wrangling, and conversion of documents to datasets as part of data curation.

#### **DATA Staff III**

- Can perform Data Staff II skills with additional cited experience/education.
- Provides support on specific processes, data and/or data technologies.
- Demonstrates introductory understanding in Geospatial, Open, Big, IoT, or Voice data lifecycle.
- Supports operations in processing, data mining, statistics, analysis, programming, scripting, and modeling.
- Supports operations in paper or scan to digital document, map, or imagery conversion.

#### **DATA Staff IV**

- Can perform Data Staff III skills with additional cited experience/education.

#### **DATA Analyst I**

- Can perform Data Staff I tasks with additional cited experience/education.
- Demonstrates basic understanding in Geospatial, Open, Big, IoT, or Voice data lifecycle.
- Supports processing, data mining, statistics, analysis, programming, scripting, and modeling.
- Provides basic support of paper or scan to digital document, map, or imagery conversion
- Demonstrates intermediate application as practitioner in Agile Development lifecycle.
- Handles the likely large amounts of data quality issues working for the data developer and with design roles to address data quality issues with the design solution assumptions and supplier. Usually requires strong transformation scripting skills.

- Provides the modeling analysis of the supply of the objects, fields, values, rules, and qualities need
- Develops analysis findings aligned to situation, scope, user story, and maturity goals.
- Identifies acceptance criteria balance in quality, time, and costs.
- Executes technical data tasks in administrator, developer, programmer, or data management.
- Supports consultants in technical data analysis such as modeling, architecture analysis, data technology evaluation, prototype development, or software engineering.
- Familiar with data design methods such as applicable scientific paradigms, engineering protocols and practices, and data stack architecture.
- Demonstrates understanding of the applicable development and analysis tools and components (e.g. software, hardware, STEM toolsets & data technology, required protocols, procedures, and standards).
- Demonstrated process-driven approach to ensure local data technical output successfully works/performs in a larger environment.
- Presents user story outputs in demonstration, automated testing results, and captures findings and adjustments for client iteration.
- Identifies data authoritative source redundancy debt and potential alternatives for improvement, savings, efficiencies, effectiveness, trends, and further studies in appropriate data model, data technology or business analysis.
- Follows analysis best iteration practices using Deming or other test, measure, analyze, fix models.
- Demonstrates development and operation experience on the specific data technologies.

### **DATA Analyst II**

- Can perform Data Analyst I tasks with additional cited experience/education.
- Provides the ELT Data Pipeline to maintain the pipeline and lake for the supplies They also automate the supply of the data.
- Demonstrates intermediate application as practitioner in Agile Development lifecycle.
- Demonstrates design and implementation experience on the specific domain data model and/or technologies.
- Ensure standards, naming conventions and storage rules are followed for holdings in enterprise data centers.

### **DATA Analyst III**

- Can perform Data Staff I tasks with additional cited experience/education.
- Demonstrates advanced application as practitioner in Agile Development lifecycle.
- Demonstrates define experience on the specific dataset or related data technologies for epics and user stories.
- Supports the Sponsor in documenting and detailing the questions being asked.
- Demonstrates knowledge of the data they want to use and general assessment of readiness and who to talk to.
- Understand the metadata that needs to be present in order to make data usable and user-friendly.
- Conducts product accuracy assessment and identifies and applies new and innovative approaches to analysis and modeling.
- Develops, manages and analyzes data sets, including unique and disparate data and information, to support resource management projects that range from local to broad scales in size.
- Helps identify data sources, SMEs and supporting material.
- Demonstrates subject matter expertise

### **DATA Consultant I**

- Can perform Data Analyst I tasks with additional cited experience/education.
- Demonstrates intermediate understanding in Geospatial, Open, Big, IoT, or Voice data lifecycle.
- Provides senior experience in processing, data mining, statistics, analysis, programming, scripting, and modeling.
- Provides intermediate creation of paper or scan to digital document, map, or imagery conversion
- Demonstrates advanced application as practitioner in Agile Development lifecycle
- Builds strong team rapport providing findings support for team members and clients.
- Evaluates findings and alternatives and in segment/focus areas at the mid-level scope such as logical work products which ultimately frame the analyst work products.
- Develops team and client best practices for development and operations lifecycle
- Interfaces with client on requirements gathering, design, and demonstrations
- Supports Senior Consultant in data recommendation reviews.

- Demonstrates high coachability from Senior Consultant especially in Design phase
- Executes design activities such as Emerging Data workflow or data technology analysis, Data Product Design, Standards Development, Data Pipeline Design)
- Executes data solution analysis and development activities such as Data and Systems Analysis, Data Technical & Platform Analysis)
- Applies Rapid proof of concept development in Alternative Application, Services, Pipeline, Knowledge Applications (AI, NLP, ML, DL, Analytics))
- Executes implementation, transition planning, and applies service management operation best practices.
- Creates work products such as shared libraries, APIs to standards, scaled infrastructure-aligned data technical solutions, robust DevOps solutions
- Conducts discovery analysis using both precedence analysis, listening sessions, and designing iterative hands-on tactical tests.
- Captures runbooks, wikis, and documentation for team review
- Supports data development with a focus on transformation efforts focused on modernization, austerity, or consolidation.
- Can lead a sub-team up to 3 team members.
- Basic familiarity with client subject matter and domain.

### **DATA Consultant II**

- Can perform Data Consultant I tasks with additional cited experience/education.
- Demonstrates basic understanding of Solution Architect role and assistant to Senior Consultant
- Develops end user facing tools for interaction with the data platform and/or create data services for accessing the data.
- Creates end transformations to make the end product – a service, product, map, app, API, etc.
- Automates workflow in data pipelines to deliver the data products.
- Deep understanding of specific data domains with 2 additional years of experience.
- Designs architecture findings aligned to governance, enterprise architecture, business requirements, business case, etc. Develop solution architecture principles, patterns, logical process, data, application, technology, security, and transition plan work products.
- Demonstrates leadership in enterprise architecture alignment to standards, interfaces, security, and information management practices
- Coordinates with as required by software development life cycle roles to assure proper sprint application of architecture design, management, planning.

### **DATA Consultant III**

- Can perform Data Consultant I tasks with additional cited experience/education.
- Demonstrates intermediate understanding of Solution Architect role and top delegate to Senior Consultant
- Deep understanding of specific data application for subject matter with 2 additional years of experience.
- Capable of learning up to 5 person track teams.

### **DATA Senior Consultant I**

- Can perform Data Consultant III tasks with additional cited experience/education.
- Demonstrates advanced understanding in Geospatial, Open, Big, IoT, or Voice data lifecycle.
- Designs the data system, outlines the dataflow and defines and designs how and where the different roles utilize the system.
- Supports the data requirements definition and leads the solution design analysis and recommendation for various platforms, flows, technology stacks, and planning from MVP through features through Architecture qualities
- Strong data model and data domain knowledge
- Rapidly focuses on subject matter expertise growth with emphasis on client performance indicators
- Defines Epics and Roadmaps
- Provides data leadership in acceptance criteria, roadmap development, and epic data product management
- Decomposes epics to user stories and advises project management and client on sprint planning.
- Devise templates for teams to perform alternative analysis, user story cards, operations runbooks, configuration wikis, DevOps frameworks

- Architects data pipelines, full stack architectures, data platform recommendations, knowledge data lake/houses, and analytics integration
- Demonstrates coaching and mentoring skills for team members and clients.
- Solutions adapt to understanding political and cultural surroundings and supporting influencing recommendations.
- Demonstrates triggers of when to engage different levels of advisory boards and consultation.
- Acts of primary client point of contact on data issues, direction, and planning.
- Lead a client executive team through conceptual, vision, and recommendation exercises or presentations.
- Expert in cross-team collaboration including internal and external stakeholders.
- Provides Program Management guidance on staff and resource estimation with solid bottom-up assumption and pointing capabilities.
- Works well with data development and operations to determine coordinate points for requirements, design, sprint planning, QA, and implementation.
- Documents Agile Roadmap, Epics, Stories, and Operations Management best practices and runbooks.
- Presents an influence level to guide investment, ROI/TCO evaluations, and decision-making with a tie to line of sight to goals, stakeholders, conceptual architecture, costs, benefits, and resources.
- Capable of hands-development, operations, and maintenance as lead of a track.
- Can lead up to 15 sub-team (of up to 5 team members each)

### **DATA Senior Consultant II**

- Can perform Data Senior Consultant I tasks with additional cited experience/education.
- Demonstrates advanced understanding of Solution Architect role
- Deep understanding of specific data domains with 5 additional years of experience.
- Demonstrates excellent rapport and adjustments to behavioral and interaction styles with client and team.
- Provide data descriptions and metadata so data users know what shareable data are available, what the data mean, and how to access the data, ensure that data security and proper backup and recovery procedures are in place for the related data and cooperatively work with committees to determine needs and methods for shared data.

### **DATA Senior Consultant III**

- Can perform Data Senior Consultant II tasks with additional cited experience/education.
- Deep understanding of specific subject matter expertise, program area, or equivalent with 5 additional years of experience.
- Can perform data science translation via relational or AI script the reference, temporal, financial, and/or geospatial for integrating data across supplies within the pipeline prior to being available to the enterprise.
- Provides understanding of right methodology and has a toolchest of AI resources that can convert data into knowledge.

### **DATA Advisor I**

- Can perform Data Senior Consultant III tasks with additional cited experience/education.
- Supports up to 10 projects in parallel
- Demonstrates expertise in identifying early course correction on phases through proactive gate identification, establishing mentoring and coaching programs
- Provides guidance on Portfolio Management, Product Management, SETA/IV&V, sequence and transition planning
- Develops influence analytical work products capturing business trends, line of sight alignment, as-is/to-be trend guidance, maturity alignment
- Large emphasis on re-use of precedence and identification where appropriate.
- Advises Senior Consultant on risk areas, proactively backlogging and advising on priority of change controls
- Interfaces with executives through development staff to assist in portfolio and investment visioning.
- Demonstrated track record of 'recent' solutions which address KPIs, TCO, and ROI within the last 5 years.
- Adjusts recommendation and advisory to proper level of efficiency, transformation and innovation.

### **DATA Advisor II**

- Can perform Data Advisor I tasks with additional cited experience/education.
- Demonstrates advanced understanding of Enterprise Architect role

- Deep understanding of specific data domains with 15 additional years of experience.
- Demonstrates excellent relevant to strategic business or data consulting.
- Demonstrates specialized data technology stack expertise measuring client business performance, market analysis, and strategic visioning.

### **DATA Advisor III**

- Can perform Data Advisor II tasks with additional cited experience/education.
- Deep understanding of specific data domains aligned to subject matter with 20 additional years of experience.
- Demonstrates specialized data technology stack expertise measuring client business performance, market analysis, and strategic visioning.
- Demonstrated history of influencing successful investment strategies achieving stakeholder and stockholder outcomes.

### **DATA Analyst Manager I**

- Strong foundations of project, program, and program management capabilities such as cost, risk, scope, quality, and contract management.
- Can act as Chief Governance Architect.
- Executes continuous improvement of Policies, Procedures Development, Compliance Business Practices and operational documentation (e.g. runbooks).
- Analyzes Total Cost of Ownership (TCO), support culture impact, organization readiness assessment, or other cross-cultural/business/data impact analysis to organization due to new transformation efforts.
- Analyzes Financial or Compliance Business Management and application of compliance regulations to general business practices (i.e. policies, procedures, accounting, invoicing, allocations, etc.).
- Analyzes contract analysis, negotiation, and audit support > (analysis and recommendations).
- Provides requirements and proposal support applying the Shipley model for management, pricing, agreements, compliance, and editing.
- Analyzes business practices and propose findings to improve efficiency and compliance
- Coordinates project tracks with up to 10 people.
- Trained in quality control plans including in cadences, roles and responsibilities, risk management, tracking, tools, and quality assurance.
- Can coordinate outsourced business functions across enterprise runbooks, audit support, requirements proposal response, and/or contract lifecycle management.
- Performs project business requirements, such as writing subcontracts, setting up project cost reports, developing earned value processes, etc.

### **DATA Consultant Manager II**

- Demonstrated intermediate data project management, communication, organization, and leadership skills.
- Can act as Chief Data Architect.
- Reviews and Prepares completed template responses to orders, contracts, modifications, subcontracts, Master Task Agreements, GSA Schedules, etc.
- Discovers changings in quality controls and works with consultants to adjust findings and recommendations.
- Leads fixed firm price projects across all professional services.
- Initiates, manages, and operates robust quality assurance and quality control programs.
- Discovers and adjudicates adjustments in quality controls in communications, cadences, risk, tools, and reporting.
- Facilitates small workshops, meetings, and sessions in efficiency, transformation, and innovative projects and orders at primarily sub-executive level.
- Facilitates in agile, iterative, incremental, or waterfall Project Management process or infrastructure
- Supports via facilitation a client executive team through conceptual, vision, and recommendation exercises or presentations.
- Lead project team of up to 20 staff.
- Can coordinate tracking tools and solutions across diversity of input and client interactions and help in developing others.

- Proactively seeks senior consultation in understanding of political and cultural surroundings, and influence and help in negotiating what is required to accomplish recommendations.
- Works in mixed team environments (i.e. company, subcontractor, client).
- Facilitates risk management controls beyond administration with identification of observations and findings to lower probability and impact.
- Lead clients and team through project reviews / quality assurance activities.

### **DATA Advisor Manager III**

- Demonstrates data project management advisory across 3 to 5 projects.
- Act as representative of the Data Organization once the organization is made into a formal division or function. This includes responsibility over governance, policy, and data management leadership. Depending on maturity, may be a Chief Data officer, Data Management Lead, or Data Management Working Group Rotating Lead
- Executes with extraordinary awareness of organization, business, and data strategy with unique subject matter expertise for client engagements.
- Coaches and advises Senior Consultant on conceptual data work products.
- Audits proper project quality controls are in place. Advisor is an expert in relative Subject Matter capable of understanding client needs, goals, and helping design and formulate architectural and management directions and alternatives.
- Ensures Senior Consultant applying appropriate best practices relative and relevant to client domain, client's current, near-term, and future problem set.
- Frames, guides, oversees, and executes in-depth management evaluations, analysis, research, study, or the like following customer definition which could include high-complexity, highly-complicated performance, organizational, financial, data technology, data, process, and other enterprise or domain specific requirements.
- Provides management strategic thinking and visionary consideration of client capability to execute recommendations.
- Assist in conceptual governance, management, and policy lifecycle development including strategic alignment, portfolio evaluation, organizational development, management and governance review, transformation methods, quality control and assurance, human capital development, performance modeling, budget formulation, and program planning all based on comparable experience and applicable to customers' corporate context.
- Demonstrates capability to bring and extend practice portfolio and familiarity with engagement techniques and tools.
- Interfaces with clients in a pre and post work.
- Advise executives on personal leadership strengths and challenges.
- Provides thought leadership to engagement teams in formulating strategy as part of contract progress reviews.
- Engages with executive and business development staff to assist in corporate growth.
- Proposes forward-thinking predictions related to issues and challenges affecting a client's business.
- Develops creative, innovative strategies to enhance client processes and practices.
- Engages with executive and business development staff to assist in corporate growth
- Trained in Business Administration, Economics, Management or specific relevant subject areas.
- Demonstrated 10 years in Management expertise.

## **5. Data Communication & Outreach (COMM)**

### **COMM Staff I**

- Demonstrated introductory management and task analyst skills to support communication product planning, production, or rollout.
- Apply product logistic and creation skills in the end-to-end communication products for general core communication skills on products.
- Qualified to perform tasks such as: logistic production support, project management assistant, scheduling, document processing.

### **COMM Staff II**

- Can perform Staff I Skills with additional cited experience/education.
- Apply strong product logistic, creation, or review skills in the end-to-end communication products for general core communication skills on products.
- Performs content reviews, document requirements gathering, and facilitates basic training, content, or requirements gathering sessions.

### **COMM Analyst I**

- Can perform Comm Staff II Skills with additional cited experience/education.
- Demonstrated skill in communication product editing and development such as branding, graphic generation, writing, multimedia production, event support, print media production, or training design and experience in the required tool sets for production.
- Create deliverables which may include the development and presentation of web designs, project storyboards, interface designs, web graphics, posters, web banners, ads, online demos and other marketing materials.
- Demonstrated intermediate management and task analyst skills.
- Apply their strong process and self-motivated expertise to designing or implementing communication products.
- Creates and facilitates communications product development.
- Can direct up to 5 staff-level team members at a time.
- Creates initial product concepts, self-motivated on creative concept alternate presentations.
- Self-motivated on specific communication product activity.
- Strong interpretation skills for customer subjective customer gathering, interview skills for objective requirements gathering, and fast iteration capabilities for finalizing product.
- Strong product estimation skills and knowledge of factors for communication planning criteria, and risk identification for communication products, either for missing requirements or providing possible stakeholder interpretations.

### **COMM Consultant I**

- Can perform Comm Analyst I Skills with additional cited experience/education.
- Has introductory experience in Typography, Identity Design, Packaging and/or online design, information design and interactive design.
- Executes based on extensive knowledge of Photoshop, Illustrator, QuarkXpress, or similar product working knowledge of Director (or other interaction development tools).
- Demonstrates intermediate expertise in strategic communications.
- This position is responsible for providing creative assistance and support to the facilitation team as required throughout the various stages of the creative product development process.
- Under general direction, conceptualizes and executes media presentations for user interface and usability solutions in support of the creative product development workshops, including preparatory displays, conference support, and graphic artwork that illustrates the decisions reached as a result of the creative product development experience.
- Leads creative sessions with customer, writers and internal staff to determine project requirements. Capable of creative, management, branding, marketing, sales, reporting and technical writing.
- Client interaction skills to facilitate creative sessions, provide ways to support client creative process, provide both timely verbal and visual recommendations.
- Trained in graphic design, interface, information, interaction design, design planning, literature, communications, or human centered design preferred.

### **COMM Consultant II**

- Can perform Comm Consultant I Skills.
- Demonstrated experience relevant to communications WITH at least 2 of those years for SPECIFIC tasks.

### **COMM Senior Consultant I**

- Can perform Communication Consultant II Skills with additional cited experience/education.
- Experience includes 2 years' experience in communication product analysis and strategy development.
- Has a track record of successfully managing people and leading teams on projects, as well as a successful record of developing positive client relationships.



- Demonstrates advanced expertise in strategic communications for organizations.
- Has experience familiarity with client subject matter or domain.
- Drives the development of innovative strategies and communication solutions for clients.
- Draw on appropriate multidisciplinary skills and capabilities to help frame the development of a robust research and analysis for understanding the client's communications context.
- Sets a clear strategic direction for addressing the client's communications challenges.
- Draws upon expertise in other skills including brand strategy, communication tools, stakeholder research as well as stakeholder or experience modeling to develop value-added communication solutions.
- Can lead a team up to 10 of multiple consultants and clients and determine appropriate levels of analyst and staff support.
- Strong client facilitation skills, especially focused on supporting client creative or subjective concept remediation through both timely verbal and visual interactive and recommendations.
- Trained in Communications, Business, or Economics, or related fields.

### **COMM Advisor I**

- Can perform Communications Senior Consultant I Skills with additional cited experience/education.
- Past experience as communications executive or Communications Senior Consultant I.
- Experience includes in market and business analysis, communication strategy development, communication process transformation and strategic change management for rolling out communication and marketing strategies.
- Successful history of managing and leading client relationships, including executive-level clients with at least 8 years of executive level experience in subject matter or domain.
- Established record of leading projects and cross-functional teams and has experience in communications in the client subject matter or domain.
- Demonstrates best practices expertise across industries with deep specialized skills in measuring client business performance, market analysis, and strategic visioning.
- Senior-level responsibility for understanding, planning, and leading the delivery of communication and marketing solutions.
- For both clients and project teams, expected to frame the communication solutions and domain business value from business and technology initiatives and articulate their value in meeting the client's business goals and objectives.
- Leverage expertise in other key functional areas, including business modeling and change management, as well as business process transformation to develop effective communication solutions.
- Senior responsibility plus extraordinary awareness of organization, business, and technical strategy with unique subject matter expertise for client engagements.
- Analyzes and designs financial, performance, and organizational models establish performance monitoring aligned to strategic level new or major modifications to client portfolios.
- Reviews and guides team analysis, design client sectors or division(s) process, strategy, and business models.
- Mastered capabilities to interact with executives through technical.
- Advise executives on personal leadership strengths and challenges.
- Provide thought leadership to engagement teams in formulating strategy.
- Engage with executive and business development staff to assist in corporate growth.
- Propose forward-thinking predictions related to issues and challenges affecting a client's business.
- Develop creative, innovative strategies to enhance client processes and practices.
- Lead regular contract progress reviews and provide senior level guidance to teams.
- Trained in Communications, Business, Economics or specific relevant subject areas.

## **6. Data Outreach A/V Services Commercial Labor Categories (AV)**

### **AV Creative Manager I**

- Demonstrates an introductory understanding of audio / visual / film.
- Assuming basic task leadership roles on projects.
- Perform Production Assistant Role conducting full production phase administrative and logistic support.
- Collect / organize materials for projects.
- Leverages interpersonal, communication, and organizational skills to coordinate projects.

### **AV Creative Manager II**

- Can perform AV Creative Manager I tasks with additional cited experience/education.
- Demonstrates an intermediate understanding of audio / visual / film.
- Ability to facilitate client creative vision meetings.
- Coordinate all tasks creatively through completion.
- Establish Production Schedule.
- Manage Pre-Production and Production Phase.
- Manage Project team up to 5 staff.
- Interface with up to 10 clients.
- Perform Project Management assistance tasks.

### **AV Creative Manager III**

- Can perform AV Creative Manager II tasks with additional cited experience/education.
- Assumes significant leadership roles on projects.
- Drives creative vision for projects.
- Schedules post production activities.
- Manages project team up to 10 staff.
- Interfaces with up to 20 clients.
- Manages the revision process with the team and client.
- Coordinates all project tasks through completion.
- Ensures creative vision qualities are executed as intended.

### **AV Creative Manager IV**

- Can perform AV Creative Manager III tasks with additional cited experience/education.
- Demonstrates a superior understanding of audio / visual / film.
- Significant familiarity with creative style of project or client subject matter domain.

### **AV Creative Manager V**

- Can perform AV Creative Manager IV tasks with additional cited experience/education.
- Manages all aspects of film projects.
- Significant familiarity with creative style of project AND client subject matter domain.

### **AV Writer I**

- Demonstrates introductory understanding of film.
- Trained in writing, Radio, Television, Online Multimedia, and/or Film.
- Ability to craft outlines for script and to input basic information for the outline.

### **AV Writer II**

- Can perform AV Writer I tasks with additional cited experience/education.
- Demonstrates intermediate understanding of film.
- Create a full script from an outline or convert book, whitepaper, or the like to screenplay style script.
- Accept and incorporate revisions into draft scripts.
- Participate in the script review and revision process and suggest improvements.
- Ability to propose changes to scripts.

### **AV Writer III**

- Can perform AV Writer II tasks with additional cited experience/education.
- Demonstrates advanced understanding of film.
- Help drive the creative direction of the script.
- Provide screenplay patterns in support of creative direction.
- Work with clients and other staff to understand and contribute to the writing process.
- Strong familiarity with screenplay script style and subject matter domain of client.

### **AV Grip I**

- Demonstrates introductory understanding of film.
- Assist experienced staff with all lighting, camera, dolly, and other equipment needs.
- Take direction from Videographer.

### **AV Grip II**

- Can perform AV Grip I tasks with additional cited experience/education.
- Demonstrates intermediate understanding of film.
- Expert knowledge of all lighting, camera, dolly, and other equipment needs.
- Extensive knowledge of the filming process and staging setup requirements.
- Perform more self-direction in setup.

### **AV Grip III**

- Can perform AV Grip II tasks with additional cited experience/education.
- Generally self-directed setup.
- Can perform delegated Videographer tasks as requested.
- Can manage at least 1 Grip staff.

### **AV Videographer I**

- Demonstrates intermediate understanding of film relevant to camera and filming.
- Knowledge of camera and post production process.
- Need to know what needs to be captured.
- Strong familiarity with lighting and audio capture as well as external factors.
- Manage single Grip staff.
- Work well under Creative Director.
- Can stage up to two production setups in one day.
- Take direction from the Creative Director.

### **AV Videographer II**

- Can perform AV Videographer I tasks with additional cited experience/education.
- Proposes additional filming applications or effects such as movement, mitigating external lighting or audio factors.
- Manages Grip staff or more than 1.
- Works with minimal Creative Director oversight.
- Stages up to four production setups in one day.
- Builds strong rapport capabilities with actors, interview subjects, etc.

### **AV Videographer III**

- Can perform AV Videographer II tasks with additional cited experience/education.
- Demonstrates advanced understanding of film.
- Can improve multiple shoot efficiencies through parallel staging of one setup with filming of another.
- Can stage variable and more complex production setups such as varying epic, panoramic, subject or actor motion/action, as well varying film capture techniques.

### **AV Audio Sweetener I**

- Demonstrated introductory understanding of film.
- Knowledge of post-production process.
- Ability to look creatively at the final project to determine and perform edits on what sound effects need to be added and sound cleanup.

### **AV Audio Sweetener II**

- Can perform AV Audio Sweetener I tasks with additional cited experience/education.
- Demonstrates advanced understanding of film.
- Ability to make suggestions prior to the production phase.
- Complete knowledge of exporting, importing audio files / formats.
- Familiarity with handling complex audio sound effects or sound cleanup issues resulting from production or B-roll issues or factors.

### **AV Editor I**

- Demonstrates introductory understanding of film.
- Support senior editors in the production process.
- Set up projects using editing tools.

- Imports and captures media.
- Basic knowledge of graphics, audio (music, sound effects, interviews), etc. and related tools.

#### **AV Editor II**

- Can perform AV Editor I tasks with additional cited experience/education.
- Executes revisions with key editing tool suite and multiple file input and graphic/audio output formats.

#### **AV Editor III**

- Can perform AV Editor II tasks with additional cited experience/education.
- Demonstrates intermediate understanding of film.
- Creates concepts for creative editing recommendations.
- Proposes revisions and advises clients on editing options.

#### **AV Editor IV**

- Can perform AV Editor III tasks with additional cited experience/education.
- Demonstrates advanced understanding of film.
- Expert in production & post production process.
- Delivers final video formats (QT, video, DVD, etc).
- Establishes concept patterns and flow for the final product.

#### **AV Editor V**

- Can perform AV Editor IV tasks with additional cited experience/education.
- At least 3 file products delivered in specific client domain and subject matter editor patterns, approaches.
- Can propose and recommend concepts and edit patterns.