Target Systems Commercial Catalog
January 1, 2011 – December 31, 2015

Target Systems

700 Bent Creek Boulevard

Mechanicsburg, PA 17050

Category	Description	Education	Experience
Admin Level 1	Candidate must prepare instructional materials, package items needed for instructional programs, and install and maintain equipment. Handle project-related office and clerical work for ISD projects, including typing, maintaining correspondence, filing, ordering materials, preparing reports, duplicating, and labeling materials. Prepare and review written materials ensuring that basic grammar, sentence structure, punctuation, spelling, page organization, and format are correct. Edit and revise written text per style manuals and ensure consistency. Use computer to prepare and edit word processing documents and computer presentations, and develop and maintain databases, spreadsheets, and project planning applications. Prepare written text using tables, columns, and tabular data formats.	High School Diploma	None
Admin Level 2	Candidate must provide administrative support to technical programs, assisting in report/publication preparation, word processing, and basic cost/data management as it relates to program cost allocation and tracking and small purchasing requirements. Knowledge and operation of PC based office productivity software and hardware. Knowledge of government program report requirements and formats.	High School Diploma	One (1) year related experience.
Admin Level 3	Candidate must, under limited supervision, assist in providing on-site administrative support and coordination to a complex contract, project or task(s). Oversees administrative and clerical functions of assigned contracts, projects, or tasks. Maintains office records and files. Provides a variety of other office administration duties.	High School Diploma	Three (3) years of related experience.
Administrative Support	Provides administrative support for program and personnel, including general secretarial, administrative and receptionist duties. Familiar with word processing, presentation and spreadsheet application programs and capable of collecting information and performing data entry into documents.	High School Diploma	Two (2) or more years experience.
		Or Associate's Degree in appropriate discipline	None
Analyst 1 (Business Integrated Services)	Candidate must have experience developing functional requirements for complex integrated ADP systems. Must demonstrate the ability to work independently. Analyzes user needs to determine functional and cross-functional requirements. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task.	High School Diploma	Two (2) years of related experience.

Category	Description	Education	Experience
Analyst 2 (Business Integrated Services)	Must have experience including developing functional requirements for complex integrated ADP systems. Must demonstrate the ability to work independently or under only general direction. Analyzes user needs to determine functional and cross-functional requirements. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task.	High School Diploma	Six (6) years of related experience.
Analyst 3 (Business Integrated Services)	This position supports the analyst and senior analyst in developing, updating or modifying complex integrated systems. Candidate, under close supervision, must be capable of performing assigned portions of system analysis, engineering research, system design, programming, trade studies, data gathering, and documentation modification or development. Must possess basic engineering and analytical skills to assist in the entire system development process.	Technical Training School	Eight (8) years of related experience.
Analyst 4 (Business Integrated Services)	This position supports senior technical and engineering personnel assisting in systems analysis and systems designs to complex integrated systems. Candidate must have broad background in hardware, software and systems development, perform assigned portions of system design, research and evaluations, trade studies, technical and fiscal optimizations, reliability and maintainability evaluations, simulation analysis, and performance predictions. Must assist in developing complex technical documentation and technical presentations. Participates in all phases of system development including planning, analysis, development, integration, testing and acceptance.	Technical Training School	Twelve (12) years of directly related professional experience.
Analyst 5 (Business Integrated Services)	Candidate will direct and participate in the development of overall system concepts, designs and technical approaches to meet broadly stated requirements and objectives. Position requires broad expertise in both hardware and software engineering techniques and solutions. Must direct and perform top-level system analysis, perform trade studies, perform technical optimizations, develop high-level designs, and perform allocation of requirements to both hardware and software domains. Must direct and supervise junior technical staff, prepare complex technical documentation, conduct technical reviews and deliver technical presentations. Directs and participates in all phases of system development with emphasis on the planning, analysis, system integration, unit and system testing, debugging, and acceptance phases.	No degree with formal technical training in a related discipline.	Fifteen (15) years of directly applicable professional experience.

Category	Description	Education	Experience
Analyst 1 (Junior) *(Information Technology)*	Under close supervision, the candidate must be capable of performing assigned portions of system analysis, engineering research, system design, programming, trade studies, data gathering, and documentation modification or development. The candidate must possess basic system engineering and/or business analytical skills.	High School Diploma	Five (5) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	None
Analyst 2 (Journeyman) *(Information Technology)*	With a background in hardware, software, business processes and/or systems development, the candidate must perform assigned portions of system design, research and evaluations, trade studies, technical and fiscal optimizations, reliability and maintainability evaluations, simulation analysis, and performance predictions. Must assist in developing complex technical documentation and technical presentations. Participates in all phases of business analysis and/or system development including planning, documentation, analysis, development, integration, testing and acceptance.	High School Diploma	Eight (8) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Three (3) years of experience.
Analyst 3 (Senior) *(Information Technology)*	Coordinates the development of overall system concepts, documentation, design and technical approach to meet objectives. Expertise in business processes, hardware and software engineering techniques and solutions. Performs top-level system analysis, engineering research and evaluations, trade studies, technical optimizations, high-level designs, and performs allocation of requirements to both hardware and software domains. Prepares technical documentation, conducts technical reviews and delivers technical presentations. Coordinates system and business process development with emphasis on planning, analysis, system integration, unit and system testing, debugging, and acceptance phases.	Bachelor's Degree	Fifteen (15) years of experience in a related field or area.
		Or Bachelor's Degree in a project related discipline	Six (6) years experience.

Labor Category	Description	Education	Experience
Audio Visual Specialist	Position requires experience in developing, reviewing, and analyzing audio-visual products including interactive-courseware and designing, producing, editing photographs and illustrations for computer and paper-based products. Candidate must be able to work closely with the ISD team to layout and design media. Draw storyboards to guide development during the production of computer-based training, films, and videos. Review graphic materials to be presented in instructional courseware and present the information in an eye-catching, yet organized manner. Recommend which photographs or artwork to use, and oversee production of printed material. Produce media products that make a substantial contribution to accomplishing course objectives. Plan, supervise, and produce instructional media products.	High School Diploma	Four (4) years of related professional experience.
		Or Associate's or Trade School Degree	Two (2) years experience.
Budget Analyst 1	Provides support for establishment of cost and budget documentation. Knowledge of basic budget concepts and practices required. Fluency in spreadsheet software required.	High School Diploma	Three (3) years of related experience.
		Or Associate's Degree	One (1) year of related professional experience.
Budget Analyst 2	Creates and coordinates budget plans and documents for Government programs. Supports cost estimating, cost tracking, budget development and cost audits. Fluency in spreadsheet software required.	High School Diploma	Five (5) years of related experience.
		Or Associate's Degree	Three (3) years of related professional experience.
		Or Bachelor's Degree in accounting or related field	One (1) year of related professional experience.

Budget Analyst 3	Candidate must have demonstrated experience in cost estimating of comprehensive work breakdown structures (WBS), cost based bottom-up engineering, and schedule based cost estimates. Demonstrated experience in mathematical cost estimating relationships (CER) and life-cycle cost estimates for Government programs. Relevant experience including program cost estimating, cost tracking, budget development and cost audits. Two years experience should be with Government programs.	High School Diploma	Seven (7) years of related experience.
		Or Associate's Degree	Five (5) years of related professional experience.
		Or Bachelor's Degree in accounting or related field	Three (3) years of related professional experience.
Computer Graphic Artist	Candidate must be able to use techniques of shading, perspective, and color mixing to create handmade or computer-generated realistic and abstract work or images of objects, people, nature, topography, or events. Use computer software, computer design techniques, and computer generated media to design new images. Work closely with the ISD team to layout and design media. Draw storyboards to guide development during the production of computer-based training, films, and videos. Draw illustrations for use in technical manuals and audiovisual presentations that explain and illustrate subject content and performance skills. Use computer-aided design systems and artistic techniques to create animation. Review graphic materials to be presented and present the information in an eye-catching, yet organized manner. Recommend which photographs or artwork to use, and oversee production of printed material. Produce media products that make a substantial contribution to accomplishing course objectives. Plan, supervise, and produce instructional media products.	Position requires a degree (no specific field required) in combination with related professional experience:	Experience in creation of realistic representations using draw, paint, and 3-D graphic programs; image scanning, editing, file format conversion, and compression experience; verifiable examples of projects and the individual's contribution to the project is required.
		Associate's or Trade School Degree	Five (5) years of experience.
		Or Bachelor's Degree	One (1) year of experience.

Consultant 1	Participates in the planning, organizing and performance of work associated with projects. Contributes to the performance of project activities and preparation of work related to the project and uses the most current methods, tools and techniques in performance. Provides technical expertise in subject area. Assists in the analysis and identification of business processes in requirements determination. Makes sure that products meet quality standards. Assists in planning work efforts and that schedules and budgets are in line with project objectives.	Bachelor's Degree	Six (6) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Four (4) years of experience in the field or related area.
Consultant 2	Participates in the planning, organizing, management and performance of work associated with the tasks that are important to the project. Contributes to the performance of project activities and preparation of work products. Provides technical expertise in subject area. Assists in the analysis and identification of business processes in requirements determination. Makes sure that the methods, tools and techniques applied in performance are the most up to date. Monitors the quality of work products to make sure products meet quality standards. Assists in planning work efforts to ensure that schedules and budgets are in line with project objectives. Works as part of the project team and/or works independently.	Bachelor's Degree	Eight (8) years of experience in related field or area.
		Or Bachelor's Degree in a related field	Six (6) years of experience in a related field or area.
Consultant 3	Plans, organizes, staffs, directs and manages performance of work associated with tasks that are relevant to the project. Provides guidance and expertise to project staff, making sure that methods, tools and techniques are the most up to date. Provides technical expertise in subject area. Assists in the analysis and identification of business processes in requirements determination. Contributes to project work and activities. Oversees developed products meet quality standards. Plans so that schedules and budgets are within the scope of project objectives.	Bachelor's Degree	Twelve (12) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Eight (8) years of experience in a related field or area.
Data Base Analyst 1	Candidate must have experience in current DBMS technologies, application design utilizing various DBMS, and experience with DBMS internals. Acts as a project leader in the design and installation of database applications. Ensures appropriate linkages to existing databases and data processing systems. Ensures adequate security and recovery procedures are included in all data base designs. Directs the training of user groups in the protocols involved in updating and accessing the database. Monitors database transactions to ensure correct usage of the database. Provides technical expertise on the database system to user and data processing personnel.	Bachelor's Degree	Seven (7) years experience.

Data Base Analyst 2	Candidate must have experience in DBMS design and system analysis, current operating systems, software internals and data manipulation techniques and languages. Directs the design of databases to store, secure, select, and retrieve information in a logical, orderly manner. Ensures that designed systems provide sufficient controlled avenues for access to and update of the database. Ensures the currency, accuracy, and integrity of the data. Oversees the design and maintenance of the data dictionary and retrieves transactions to ensure correct implementation and usage of the database.	Bachelor's Degree	Ten (10) years experience.
DB Management Specialist 1	Performs tasks associated with database management. Supports the development, implementation and maintenance of single tier system databases. Develops data queries and system documentation. Administers tables, indexes, queries and files for database system. Executes scripts according to specifications. Performs and monitors backup and restore operations. Provides first level troubleshooting.	Bachelor's Degree	Four (4) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Two (2) years of experience in a related field or area.
DB Management Specialist 2	Performs tasks associated with database management in support of project requirements, including designing, writing code and maintaining databases and spreadsheets, systems analysis, programming and data collection and analysis. Provides for expansion of database system as required while maintaining database and business rule integrity. Can perform tasks as in DB Management Specialist 1 above. Performs data modeling and can implement physical and logical database designs.	Bachelor's Degree	Six (6) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Four (4) years of experience in a related field or area.
DB Management Specialist 3	Manages the development of multi-tier database projects. Plans and budgets staff and database resources. Prepares and delivers presentations on database concepts. Provides daily supervision and direction to support staff. Can perform all tasks as described in Database Management 1 and 2 above. Uses best available performance and monitoring tools to tune databases.	Bachelor's Degree	Eight (8) years of experience in a related field or area. Certified as DBA by at least one major database company.
		Or Bachelor's Degree in related field and	Six (6) years of relevant experience in field or related area.

Documentation Specialist	Gathers, analyzes and composes technical information, conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and non-technical personnel.	High School Diploma	Two (2) years of relevant experience in related field or area.
ERP Project Manager 1	Supports Deployment tasks providing oversight of assigned aspects of development and implementation for these areas. Supports planning, organizing, directing and coordinating the work of the personnel executing the task and the involvement of other members of the integrated project team. Prepares detailed deployment strategies, schedules and presentations and obtains client and stakeholder buy-in on deployment approach. Participates on and supports deployment teams and trains assigned staff in proper deployment processes and procedures. Measures the effectiveness of deployment activities and performs process improvement activities to improve performance of deployment staff as project matures. Communicates directly with the client and applicable stakeholders concerning Deployment and deployment issues.	Bachelor's Degree	8+ years of experience in related area or field.
		Or Bachelor's Degree in Computer Science or related field	Four (4) years of relevant experience in field or related area.
ERP Project Manager 2	Manages and leads Deployment and Deployment Support tasks providing oversight of specifically defined sub-elements of enterprise automated system development and implementation specific automated system projects. Responsible for planning, organizing, directing and coordinating the work of the personnel executing the task and the involvement of other members of the integrated project team. Prepares detailed deployment strategies, schedules and presentations and obtains client and stakeholder buy-in on deployment approach. Develops deployment teams and trains assigned staff in proper deployment processes and procedures. Measures the effectiveness of deployment activities and performs process improvement activities to improve performance of deployment staff as project matures. Communicates directly with the client and applicable stakeholders concerning Deployment and deployment issues.	Bachelor's Degree	10+ years of experience in related area or field.
		Or Bachelor's Degree in Computer Science or related field	Eight (8) years of relevant experience in field or related area.

ERP Project Manager 3	Manages and leads Deployment and Deployment Support tasks providing oversight of all aspects of major project or enterprise level automated system development and implementation. Responsible for planning, organizing, directing and coordinating the work of the personnel executing the task and the involvement of other members of the integrated project team. Prepares detailed deployment strategies, schedules and presentations and obtains client and stakeholder buy-in on deployment approach. Develops deployment teams and trains assigned staff in proper deployment processes and procedures. Measures the effectiveness of deployment activities and performs process improvement activities to improve performance of deployment staff as project matures. Communicates directly with the client and applicable stakeholders concerning Deployment and deployment issues.	Bachelor's Degree	15+ years of experience in a related field or area.
		Or Master's Degree in Computer Science or related field	Twelve (12) years of Project Management experience.
Financial Analyst 1	Candidate, under close supervision, assists in developing plans, including budgets and schedules. Assists senior personnel in establishing and defining program requirements. Monitors progress of program requirements. Reports, analyzes, and interprets financial and operating data. Provides basic financial support and general business expertise to various assigned projects/programs. Maintains tools for accurate financial forecast projections.	Associate's Degree	Three (3) years of related experience.
		Or Bachelor's Degree	One (1) year related experience.
Financial Analyst 2	Candidate must be fully qualified to provide full range of services in financial analysis issues, concerns, and special projects. Interfaces with top management, responding to their requests for financial data. Resolves reporting and compliance issues. Conducts and may lead audits. May provide work leadership for lower level employees. Develops and executes programmatic budgets and financial plans or assigned programs. Provides financial analysis and general business expertise to various assigned projects/programs. Prepares briefings, financial models, documentation and reports for business or financial case reports. May provide work leadership for lower level employees.	Bachelor's Degree	Four (4) years related experience.

Financial Analyst 3	Candidate must perform complex financial analysis of budgets and schedules needed to meet contractual/project requirements for assigned program or programs. Establishes and defines program plan requirements for assigned work. Monitors and reports performance against plans to ensure that contractual cost and schedule objectives are met. Requires subject matter expertise in field. Directs preparation of and performs complex studies, reports, and analyses in areas such as budgets, forecasts, financial plans, government requirements, contract requirements, and statistical reports. Performs various complex ad hoc financial analyses as needed. Performs complex analysis of budgets and schedules. Acts as a key technical expert on financial analysis issues. Provides advice and guidance to less experienced staff.	Bachelor's Degree	Ten (10) years related experience.
Functional Integration Manager 1	Provides support for the proper integration of deployed system capabilities. In this role, the individual will be responsible to support the business process team staff to ensure that potential process conflicts are identified, and potential solutions proposed and recommended, prior to the deployment of the enterprise automated system solutions. Knowledge and experience in the integration points of the enterprise automated system solution and experience in completing enterprise automated system implementation modules or projects are required. Knowledge of the enterprise automated system modules being implemented is required.	High School Diploma	Six (6) years of experience in related area or field.
		Or

Bachelor's Degree in a related field | Four (4) years of relevant experience in field or related area. |
| *Functional Integration Manager 2* | Responsible for ensuring the proper integration of deployed system capabilities. In this role, the individual will be responsible to support the business process team staff to ensure that potential process conflicts are identified, and potential solutions proposed and recommended, prior to the deployment of the enterprise automated system solutions. Knowledge and experience in the integration points of the enterprise automated system solution and experience in completing a large and regionally diverse enterprise automated system implementation are required. Significant knowledge of the enterprise automated system modules being implemented is required. Experience in supporting integration sessions to facilitate end-to-end process implementation of the enterprise automated system software and integrating legacy systems to the enterprise implementation is required. | Bachelor's Degree | Eight (8) years of experience in a related field or area. |
| | | Or

Bachelor's Degree in a related field | Six (6) years of experience in field or related area. |

Functional Integration Manager 3	Manages and leads effort for ensuring the proper integration of deployed system capabilities. In this role, the individual will be responsible to lead the business process team staff to ensure that potential process conflicts are identified, and potential solutions proposed and recommended, prior to the deployment of the enterprise automated system solution. Extensive knowledge and significant experience in the integration points of the enterprise automated system solution and experience in completing a large and regionally diverse enterprise automated system implementation are required. Significant knowledge of the enterprise automated system modules being implemented is required. Experience in leading integration sessions to facilitate end-to-end process implementation of the enterprise automated system software and integrating legacy systems to the enterprise implementation is required.	Bachelor's Degree	Ten (10) years of experience in a related field or area.
		Or Bachelor's Degree in a related area	Eight (8) years of experience in field or related area.
Graphics Specialist	Candidate will design, assemble and present graphic art exhibits in both electronic and traditional media.	High School Diploma	Twelve (12) years of related experience and/or training.
		Or Associate's Degree	Seven years (7) of related experience and/or training.
Hardware/Network Specialist Junior	Provides services for electronic assembly, mechanical assembly, installations and repair of electronic and digital circuits and equipment. Operates test equipment and reads schematic/wire diagrams. Performs electronic and mechanical tests in accordance with written test procedures.	High School Diploma	Two (2) or more years experience.
		Or Associate's Degree in appropriate discipline	None
Hardware/Network Specialist Intermediate	Provides services for electronic assembly, mechanical assembly, installations and repair of electronic and digital circuits and equipment. Properly operates test equipment and reads schematic/wire diagrams. Performs electronic and mechanical tests in accordance with written test procedures. Installs and maintains automated systems and computers, networks, cables, LANs and terminals.	High School Diploma	Four (4) years of related technical experience.
		Or Associate's Degree in appropriate discipline	Two (2) or more years experience.

Hardware/Network Specialist Senior	Provides services for electronic assembly, mechanical assembly, installation, test and troubleshooting of electronic equipment, subsystems, electro-mechanical systems, and automated computing/display equipment. Operates and uses electronic test equipment; reading and interpreting schematic diagrams, wire lists and drawings; and, use and operation of PC-based computer systems, networks, and terminals.	High School Diploma	with eight (8) years of related technical experience.
		Or Associate's Degree	Two (2) years of experience in a related field.
Illustrator/Draftsman	Candidate must be able to use techniques of shading, perspective, and color mixing to create handmade or computer-generated realistic and abstract work or images of objects, people, nature, topography, or events. Use computer software, computer design techniques, and computer generated media to design new images. Draw storyboards to guide development during the production of computer-based training, films, and videos. Draw illustrations for use in technical manuals and audiovisual presentations that explain and illustrate subject content and performance skills. Review graphic materials to be presented and present the information in an eye-catching, yet organized manner. Recommend which photographs or artwork to use, and oversee production of printed material.

Experience in preparing technical illustrations, line drawings, isometric, cutaway, exploded views; developing charts, graphs, and static displays; developing camera-ready artwork and audio-visual displays. | High School Diploma | Three (3) years of related professional experience. |
| | | Or Associate's or Trade School Degree | Two (2) years experience. |
| ***Information Assurance Support 1*** | Provides support for the Certification and Validation (C&A) process. This includes analysis and documentation to be used in the overall C&A process.

Responsible for meeting the training/certification requirements as determined by customer requirements. | Bachelor's Degree | Six (6) years of experience in related area or field. |
| | | Or Bachelor's Degree in a related field and | Four (4) years of relevant experience in field or related area. |

Information Assurance Support 2	Responsible for providing the Certification Authority and the Designated Approval Authority with an accurate technical evaluation of the application, system, or network, documenting the security posture, capabilities and vulnerabilities against relevant Information Assurance Certifications (IACs), and drafting a certification determination (CD).	Bachelor's Degree	Eight (8) years of experience in a related field or area.
	Responsible for meeting the validator training/certification requirements as determined by customer requirements. Responsible for development of appropriate test procedures, execution of procedures, accurate documentation of security test results, updating of the Certification and Validation (C&A) validation reports, participation in collaboration meetings and production of Certification Determination (CD) Letters.	Or Bachelor's Degree in a related field	Six (6) years of experience in field or related are.a
Information Assurance Support 3	Responsible for leading and directing the process to provide the Certification Authority and the Designated Approval Authority with an accurate technical evaluation of the application, system, or network, documenting the security posture, capabilities and vulnerabilities against relevant Information Assurance Certifications (IACs), and drafting a certification determination (CD).	Bachelor's Degree	Ten (10) years of experience in a related field or area.
	Responsible for meeting the validator training/certification requirements as determined by customer requirements. Responsible for leading and managing the development of appropriate test procedures, execution of procedures, accurate documentation of security test results, updating of the C&A validation reports, participation in collaboration meetings and production of Certification Determination (CD) Letters.	Or Bachelor's Degree in a related area	Eight (8) years of experience in field or related area.
Internet Specialist 1	Provides systems analysis, design and development support for customer web sites. Consults with users to determine systems and content requirements, performs graphics design and implements web site user interface, development and implements web based applications and maintains overall web site functionality and content.	High School Diploma	Three (3) years of experience in related area or field.
		Or Bachelor's Degree in a related field	Two (2) years of relevant experience in field or related area.

Internet Specialist 2	Provides systems analysis, design and development support for customer web sites. Consults with users to determine systems and content requirements, performs graphics design and implements web site user interface, development and implements web based applications and maintains overall web site functionality and content.	Bachelor's Degree	Five (5) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Four (4) years of experience in field or related area.
Internet Specialist 3	Provides a wide set of disciplines for planning, analysis, design and construction of information systems. Designs architecture to include software, hardware and communications to support requirements and interfaces. Ensures systems are compatible and in compliance with standards.	Bachelor's Degree	Seven (7) years of experience in a related field or area.
		Or Bachelor's Degree in a related area	Six (6) years of experience in field or related area.
Management Consultant	Responsible for technical, contractual, administration and financial project performance of organizationally significant, complex programs. Coordinates the analysis and identification of business processes in requirements determination. Manages and supervises personnel involved in all aspects of project activity, organizes and assigns responsibility to staff and oversees the successful completion of all assigned tasks. Provides reports to all levels of management as needed.	Bachelor's Degree	Fourteen (14) years of experience in a related field or area.
		Or Bachelor's Degree	Ten (10) years in a related field or area.
Principal Management Executive	Performs senior level leadership and oversight of large, complex, and sensitive efforts. Works with the most senior members of the client organization to ensure that overall project direction and expectations are being met. May perform data collection and interviews with senior Government personnel (e.g. SES and Appointees). Directs activities for those logistics engagements for which they are responsible. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. May facilitate meetings with Senior Government personnel. Where appropriate, the Executive Manager would oversee the activities of all contract personnel.	M.S., M.A., or MBA degree. Typically with more than 12 years experience in managing large, complex multi-disciplinary projects in a task order environment.	

Programmer 1	Installs, debugs and tunes simple modules and subsystem software, including general-purpose packages. Performs simple maintenance and prepares small sub-routine documentation from detailed specifications. Assists in applying maintenance and systems upgrades supplied by software vendors. Serves as point of contact for resolution of simple software problems.	High School Diploma	Three (3) years of experience in a related field or area.
		Or Associate's Degree	Two (2) years of experience in a related field.
Programmer 2	Installs, debugs and tunes moderately complex modules, systems and subsystems software, including general-purpose packages. Applies maintenance upgrades supplied by software vendors. Serves as a point of contract for resolution of moderately complex software problems. Provides support in the resolving outages and ensures minimal downtime. Monitors and tunes the system hardware and software configuration to ensure maximum performance.	High School Diploma	Five (5) years of experience in a related field or area.
		Or Bachelor's Degree in a related field or area	Four (4) years of experience.
Programmer 3	Installs, debugs and tunes high-level components and system software, including specialized software packages. Provides the highest level of technical expertise and guidance for resolution of software problems, including the most complex problems, pertaining to application programming. Monitors and implements change to system hardware and software configuration to ensure maximum performance.	Bachelor's Degree	Seven (7) years of experience in a related field or area.
		Or Bachelor's Degree in a related field or area	Six (6) years of experience.
Programmer Analyst 1	Performs systems analysis, design, integration, programming, documentation and implementation of applications. Participates in all phases of software development with emphasis on integration, programming, testing, documentation and acceptance phases. Applies standard business and data principles and methods to technical problems to arrive at solutions. Designs and prepares technical reports and related documentation.	Bachelor's Degree	Three (3) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Two (2) years of experience in a related field or area.

Programmer Analyst 2	Performs systems analysis, design, integration, programming, documentation and implementation of applications. Participates in all phases of software development with emphasis on integration, programming, testing, documentation and acceptance phases. Applies standard business and data principles and methods to technical problems to arrive at solutions. Designs and prepares technical reports and related documentation. Responsible for ensuring the quality and services delivered for particular tasks.	Bachelor's Degree	Five (5) years of experience in a related field or area.
		Or Bachelor's Degree in a related field and	Three (3) years of work experience in a related field or area.
Programmer Analyst 3	Performs and can lead systems engineering, analysis, design, documentation and implementation of very complex applications. Participates in all phases of software development with emphasis on planning, engineering, analysis, testing and acceptance phases. Designs and prepares technical reports and related documentation. Prepares and delivers presentations and briefs as required.	Bachelor's Degree	Seven (7) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Six (6) years of experience in a related field or area.
Program Manager 1	Candidate provides intermediate level project management/administrative support and coordination to a complex contract, project, task(s) or business unit. Duties may include contract accounting and reporting, project schedule focus to management, tracking annual fiscal plans and monthly updates, payroll/personnel processing, maintenance and reporting, contract administration, purchasing, facility leasing and service administration. Maintains contract budgets, prepares contract-billing, estimates materials, equipment, production costs and delivery schedules. Responsible for providing support to Program Managers in the preparation and analysis of complex project financial and scheduling data and other complex contract, project or business related tasks. Establishes and defines program plan requirements and directs or performs in-depth studies to determine optimum program plans. Performs complex financial/administrative reporting, and prepares complex financial/administrative reports and distributes to customers/user organizations. Performs non-routine analysis and prepares non-routine financial reports.	High School Diploma	Ten (10) years of related experience.
		Or Bachelor's Degree	Seven (7) years of related experience.

| Program Manager 2 | Candidate is responsible for the performance of relatively small projects or a definable portion of a larger program in accordance with contract requirements, policies, procedures and guidelines. Directs and supervises all support resources for the performance of project assignments and activities. Manages the technical direction of a project through the design, implementation, and testing in accordance with project objectives. Trains and directs employee work activities. Directs and supervises all support resources for the performance of project assignments and activities. Manages the technical direction of a project through the design, implementation, and testing in accordance with project objectives. Creates a method of change management including ownership of a documentation library, communication plans, process training, etc. Responsible for complex program management tasks and development of standards and processes for scheduling, administration, and accounting. Provides thought leadership to project analyses and process improvement activities. Responsible for driving recommendations through to implementation. Works to identify, analyze and define project/program requirements and scope. Responsible authority for planning, directing, coordinating, administering, and executing overall program. Assists with budget, staff, and other resources necessary to accomplish the goals and/or objectives of the program group/function. Applies a wide range of tools including EVM, Lean, Six Sigma or tenets of PMBOK, etc. | High School Diploma | Thirteen (13) years of related experience. |
| | | Or

Bachelor's Degree | Ten (10) years of related experience. |

Program Manager 3	Candidate is responsible for the performance of a relatively significant program or multiple smaller programs in accordance with contract requirements, policies, procedures and guidelines. Defines, launches, and drives mission-critical strategic and operational initiatives in core non-technical programs. Responsible for complex program management tasks including the execution of standards and processes for scheduling, administration, and accounting. Creates a method of change management including ownership of a documentation library, communication plans, process training, etc. Responsible for driving recommendations through to implementation. Provides thought leadership to project analyses and process improvement activities. Works to identify analyze and define project/program requirements and scope. Responsible authority for planning, directing, coordinating, administering, and executing overall program. Defines, acquires, and allocates budget, staff, and other resources necessary to accomplish the goals and/or objectives of the program. Applies a wide range of tools including EVM, Lean, Six Sigma or tenets of PMBOK, etc. Performs team lead responsibilities.	High School Diploma	Twenty (20) years of related experience.
		Or Bachelor's Degree	Fifteen (15) years of related experience.
Program Manager 4	Must have experience and skills necessary to perform the following tasks: Manage substantial military design, development, integration test and documentation operations for multiple tasks. Organize, direct, and coordinate planning and implementation of all contract support activities. Interface with government personnel. Formulate and review project feasibility studies, determine costs, ensure conformance to work standards. Interpret policies, purposes, and goals of the organizations for subordinates. Manage logistics support analysis for complex military systems. Identify, acquire and utilize company resources to achieve project technical objectives.	BS in Engineering, Computer Science, Information Systems, Business or related scientific/technical discipline.	Twelve (12) years of progressive experience in military system design and development, five (5) years management and supervision of substantive hardware/software development, and five (5) years systems analysis.
Program Specialist 1	Management of government technical acquisition programs is required. Related experience includes technical program management, budgeting, scheduling, performance trades, lifecycle costing, risk management, supportability, test and evaluation, and requirements development and management.	High School Diploma	Six (6) years of related experience.
		Or Bachelor's Degree	Three (3) years experience.

Program Specialist 2	Management of government technical acquisition programs is required. Must have supervisory experience. Must have a working knowledge of work breakdown structures (WBSs) and be conversant with DOD-STD-881. Related experience includes technical program management, budgeting, scheduling, trade-off analysis, lifecycle costing, risk management, supportability, test and evaluation, and requirements development. Presentation and briefing skills required.	High School Diploma	Ten (10) years of related experience.
		Or Bachelor's Degree	Seven (7) years experience.
Program Specialist 3	Must have supervisory experience. Must have a working knowledge of work breakdown structures (WBSs) and be fluent with DOD-STD-881. Related experience includes technical program management, budgeting, scheduling, trade-off analysis, lifecycle costing, risk management, supportability, test and evaluation, and requirements development. Presentation and briefing skills to top level managers required.	High School Diploma	Fifteen (15) years of related experience.
		Or Bachelor's Degree	Twelve (12) years experience managing government technical acquisition programs is required.
Project Manager	Responsible for managing and overseeing work performance of one or more tasks. Primary responsibility for planning, managing and overseeing work efforts of project team personnel; determining and monitoring task order schedule and budgets. Provides project briefs to customers. Ensures compliance with all contract and task order requirements and quality standards. Provides technical guidance to the project team in performance of the work and reviews quality of all work products.	Bachelor's Degree	Ten (10) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Seven (7) years experience in a related field or area.
Project Manager 1	Candidate provides project supervision and management for major program activities. Manages and directs technical project/program personnel to ensure objectives are met with top quality and levels of performance. Manages large projects involving multifunctional tasking and substantial complexity. Plans and supervises major system life cycle support tasks/functions including requirements definition, acquisition, integration, test and evaluation, fielding/installation, and disposition.	High School Diploma	Twelve (12) years of related experience.
		Or Bachelor's Degree	Eight (8) years of related experience.
Project Manager 2	Candidate provides project supervision and management for major program activities. Manages and directs technical project/program personnel to ensure objectives are met with top quality and levels of performance. Manages large projects involving multifunctional tasking and substantial complexity. Plans and supervises major system life cycle support tasks/functions including requirements definition, acquisition, integration, test and evaluation, fielding/installation, and disposition.	High School Diploma	Fifteen (15) years of related experience.
		Or Bachelor's Degree	Twelve (12) years of related experience.

Quality Assurance Specialist	Candidate must be able to provide technical and administrative direction for personnel performing development tasks, including the review of work products for correctness, adherence to design concept and to user standards, and for progress in accordance with contract schedules. Coordinates with the Program/Project Manager to ensure problem solution and user satisfaction. Makes recommendations and prepares milestone status reports. Experience in the analysis, design, development, and evaluation of training products, including multi-media.	Degree (Education, Computer Science, Information Systems, or other related discipline) in combination with related professional experience.	
		High School Diploma	Twelve (12) years of related professional experience.
		Or Associate's Degree	Seven (7) years of experience.
		Or Bachelor's Degree	Three (3) years of experience.
		Or Master's Degree	One (1) year of experience.
Senior Consultant	Responsible for all technical, contractual, administration and financial project performance. Assists in the analysis and identification of business processes in requirements determination. Manages and supervises personnel involved in all aspects of project activity, organizes and assigns responsibility to staff and oversees the successful completion of all assigned tasks.	Bachelor's Degree	Fourteen (14) years of experience in a related field or area.
		Or Bachelor's Degree and	Ten (10) years in a related field or area.
Senior Management Consultant	Responsible for high level technical, contractual, administration and financial project performance for a single complex program or a group of smaller, organizationally significant projects. Oversees the analysis and identification of business processes in requirements determination. Manages and supervises personnel involved in all aspects of project activity, organizes and assigns responsibility to staff and oversees the successful completion of all assigned tasks. Provides reports to all levels of management with specific emphasis on high levels of the organization.	Bachelor's Degree	Fourteen (14) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Ten (10) years in a related field or area.

Senior Project Manager	Plans, organizes, staffs, directs and manages performance of work associated with the project. Responsible for providing technical guidance and expertise to project staff and ensures that methods, tools and techniques are appropriate for the project. Monitors quality of work and ensures products meet budget and schedule requirements. Develops and delivers all project status briefings to customer. Recognizes and mitigates project risks. Accommodates change requests providing information on impact to cost and schedule to customer. Administers and negotiates contracts and subcontracts as needed.	Bachlor's Degree	Twelve (12) years in a related field or area.
		Or Bachelor's Degree in a related field	Eight (8) years of experience in a related field or area.
Senior Scientist	Candidate will solve complex design engineering problems for modern complex integrated systems. Specific areas of expertise may vary, but typically include advanced ADAP architecture and software engineering; visual display systems and technologies; mathematical modeling; system architectures; applied physics; computer-generated imagery; digital/analog systems; human factors engineering; and electronic sensor technologies. Needs to possess the experience and skills to independently research solutions to complex simulation and/or computational problems, and determine optimal solutions. Develop technical reports, direct and supervise the technical work of junior staff members, and make formal technical presentations a required.	Bachelor's Degree in a project-related discipline	Fifteen (15) years professional experience.
		Or Master's Degree in a project related discipline	Ten (10) years professional experience.
		Or Doctorate Degree in a project-related discipline	Five (5) years of professional qualifying experience.
Senior Subject Matter Expert	Provides expertise in multiple technical disciplines. Provides expert guidance, insight, management, and leadership into specific technologies and their application and independently performs a variety of system design and integration tasks where specific advanced subject matter expertise is necessary. Manages and leads planning and performance of research, design assessment, development, integration in a specific technical area. Responsible for the successful completion of work in highly complex technical/engineering areas.	Bachelor's Degree or equivalent (six (6) years of general experience is considered equivalent to a Bachelor's Degree.)	Twenty-five (25) years of general experience.
		Or Master's Degree	Twenty (20) years of general experience.

Senior Systems Analyst	Provides technical and administrative direction for personnel performing software development tasks including review of work products for accuracy, adherence to design specifications and standards. Ensures problem solution and user satisfaction. Makes recommendations for approval of major system installations. Prepares status reports and presentations on system concepts. Supervises and give direction to support staff. Participates and provides guidance in development of technical documentation development QA, testing and deployment.	Bachelor's Degree	Eight (8) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Five (5) years of experience in a related field.
Senior Technical Writer	Designs, plans, writes and produces documentation including reports, manuals and other project deliverables to meet contract requirements. Reviews and edits documents developed by others for accuracy and quality of content, organization, language, format consistency and conformance with established standards. Ensures that final documents meet contract requirements and regulations.	High School Diploma	Eight (8) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Four (4) years experience in a related field or area.
Subject Matter Expert	Provides expertise in single or multiple technical disciplines. Provides Expert guidance and insight into specific technologies and their applications and independently performs a variety of system design and integration tasks where a specific subject matter expertise is necessary. Plans and performs research, design assessment, development, integration and other assignments in a specific technical area. Responsible for highly complex technical/engineering areas.	Bachelor's Degree or equivalent (six (6) years of general experience is considered equivalent to a Bachelor's Degree.)	Fifteen (15) years of general experience.
		Or Master's Degree	Fifteen (15) years of general experience.

Subject Matter Expert (Operational)	Candidate must be thoroughly competent in the specific subject for which materials are being developed. Suggest content topics, recommend the sequence for presenting topics, and recommend activities based on objectives. Verify and ensure the technical and operational accuracy of the subject content and the treatment of content in materials chosen or produced for the project. Assist in performance of the planning process. Work with and coordinate with other corporate personnel to perform assigned tasks. Consider the relationship of the subject undergoing development to other subjects in the program, making recommendations to enhance the situation. Point out elements in the content that may be difficult, confusing or that may be a likely area of trouble. Advise how long it takes to produce particular segments, what the best information sources are, and which techniques in resource books are good. Maintain a fresh, broad, and imaginative view of the subject and its applications. Instruct others and learners on how to use materials and equipment. Experience in instructional presentation technologies, demonstrated practical experience in a specialty area, and sufficient related experience to qualify as a subject matter expert.	Degree (no specific field required) in combination with related professional experience.	
		High School Diploma	Twelve (12) years of related professional experience.
		Or Associate's Degree	Eight (8) years of experience.
		Or Bachelor's Degree	Four (4) years of experience.
		Or Master's Degree	Two (2) years of experience.

Subject Matter Expert (Technical)	Candidate must be competent in the specific subject for which materials are being developed. Suggest content topics, recommend the sequence for presenting topics, and recommend activities based on objectives. Verify and ensure the technical accuracy of the project content. Assist in performance of the planning process. Consider the relationship of the subject undergoing development to other subjects in the program, making recommendations to enhance the situation. Point out elements in the content that may be difficult, confusing or that may be a likely area of trouble. Advise how long it takes to produce particular segments, what the best information sources are, and which techniques in resource books are good. Maintain a fresh, broad, and imaginative view of the subject and its applications. Experience in instructional presentation technologies, demonstrated practical experience in a specialty area, and sufficient related technical experience to qualify as a subject matter expert.	Requires a degree (no specific field required) in combination with related professional experience.	
		High School Diploma	Twelve (12) years of related professional experience.
		Or Associate's Degree	Eight (8) years of experience.
		Or Bachelor's Degree	Four (4) years of experience.
		Or Master's Degree	Two (2) years of experience.

Senior Subject Matter Expert (Technical)	Candidate must be thoroughly competent in the specific subject for which materials are being developed. Suggest content topics, recommend the sequence for presenting topics, and recommend activities based on objectives. Verify and ensure the technical and operational accuracy of the subject content and the treatment of content in materials chosen or produced for the project. Assist in performance of the planning process. Work with and coordinate with other corporate personnel to perform assigned tasks. Consider the relationship of the subject undergoing development to other subjects in the program, making recommendations to enhance the situation. Point out elements in the content that may be difficult, confusing or that may be a likely area of trouble. Advise how long it takes to produce particular segments, what the best information sources are, and which techniques in resource books are good. Maintain a fresh, broad, and imaginative view of the subject and its applications. Instruct others on how to use training materials and equipment. Experience in instructional presentation technologies, demonstrated practical experience in a specialty area, and sufficient related technical experience to qualify as a subject matter expert.	Degree (no specific field required) in combination with related professional experience	
		High School Diploma	Twenty (20) years of related professional experience.
		Or Associate's Degree	Twelve (12) years of experience.
		Or Bachelor's Degree	Eight (8) years of experience.
		Or Master's Degree	Four (4) years of experience.
Systems Analyst	Performs software development tasks including review of work products for accuracy, adherence to design specifications and standards. Defines the problem, and develops system requirements and program specifications from which programmers prepare detailed flowcharts, programs and tests. Closely coordinates with programmers to ensure proper implementation of program and system specifications. Ensures problem solution and user satisfaction.	Bachelor's Degree	Six (6) years of experience in a related field or area.
		Or Bachelor's degree in a related field	Three (3) years of experience in a related field.
Technical Writer	Performs technical writing research and editing functions to prepare briefings, manuals and other contract deliverables to meet contract requirements and responds to requests for information. Organizes material and completes writing assignments with regard to order, clarity, conciseness, style and terminology. Prepares, distributes and provides for the protection of technical documents.	High School Diploma	Six (6) years of experience in a related field or area.
		Or Bachelor's degree in a related field	Three (3) years of experience in a related field or area.

Technical Writer 1	Performs technical writing research and editing functions to prepare briefings, manuals and other contract deliverables to meet contract requirements and responds to requests for information. Organizes material and completes writing assignments with regard to order, clarity, conciseness, style and terminology. Prepares, distributes and provides for the protection of technical documents.	High School Diploma	Six (6) years of additional technical writing and/or military experience.
		Or Bachelor's Degree	Three (3) years of experience in writing, editing and managing technical documentation and operator/maintenance manuals for military systems and equipments.
Technical Writer 2	Candidate must possess knowledge of applicable military standards, specifications and test practices. Must be able to conceptualize, format, structure, write, edit and finalize technical manuals, orders, specifications, modification work orders, and test plans, procedures and results.	High School Diploma	Ten (10) years of additional technical writing and/or military experience.
		Or Bachelor's Degree	Five (5) years of experience in writing, editing and managing technical documentation and operator/maintenance manuals for military systems and equipments.

Technician 1	Installs, debugs and tunes simple modules and subsystem software, including general-purpose packages. Performs simple maintenance and prepares small sub-routine documentation from detailed specifications. Assists in applying maintenance and systems upgrades supplied by software vendors. Serves as point of contact for resolution of simple software problems.	High School Diploma	Two (2) or more years experience.
		Or Associate's Degree in appropriate discipline	None
Technician 2	Installs, debugs and tunes simple modules and subsystem software, including general-purpose packages. Performs simple maintenance and prepares small sub-routine documentation from detailed specifications. Assists in applying maintenance and systems upgrades supplied by software vendors. Serves as point of contact for resolution of simple software problems.	High School Diploma	Two (2) years of experience in a related field or area.
		Or Associate's Degree	None
Technician 3	Installs, debugs and tunes simple modules and subsystem software, including general-purpose packages. Performs simple maintenance and prepares small sub-routine documentation from detailed specifications. Assists in applying maintenance and systems upgrades supplied by software vendors. Serves as point of contact for resolution of simple software problems.	Associate's Degree	Three (3) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Two (2) years of experience in a related field or area.
Training Support 1	Coordinates and implements initiatives and plans, develops and updates documentation of training tasks. Provides training to client personnel.	Bachelor's Degree	Ten (10) years of experience in a related field or area.
		Or Bachelor's Degree in a related field	Seven (7) years experience in a related field or area.
Training Support 2	Develops and implements training tasks. Coordinates training feedback and process improvement initiatives. Prepares for direct communication with client and stakeholders concerning training and related tasks. Provides training to client personnel.	Bachelor's Degree	Twelve (12) years experience in a related field or area.
		Or Bachelor's Degree in a related field	Eight (8) years of experience in a related field or area.

Training Support 3 *(Lead)*	Manages and leads Training related tasks providing oversight of all aspects of development and implementation for these areas. Responsible for planning, organizing, directing and coordinating the work of the personnel executing the tasks and the involvement of other members of the integrated project team. Evaluates training feedback and executes process improvement initiatives to improve training delivery and content. Communicates directly with the client and Senior Stakeholders concerning Training and training related tasks. Provides training to client personnel.	Bachelor's Degree or equivalent (six (6) years of general experience is considered equivalent to a Bachelor's Degree.)	Twelve (12) years of general experience.
		Or Master's Degree	Eight (8) years of general experience.
Instructional Systems Developer	Candidate will assist in the design, development and evaluation of Government training courses, training materials, computer based (interactive) training materials, evaluation tools, and, training system documentation in accordance with government standards. The candidate will assist in the performance of task/skills analysis, media selection studies, lesson development, training materials development, and training system effectiveness evaluations.	Technical Training School	Twelve (12) years of related professional experience.
		Or Bachelor's Degree	Five (5) years of directly related professional experience.
Senior Instructional Systems Developer	This is a senior level position, requiring little supervision to direct, manage and develop training materials, curriculum and training documentation. Candidate must have experience in the design, development, implementation and evaluation of Government training courses, training materials, computer-based (interactive) training materials/curriculum, training system documentation, curricula, and courseware as appropriate for the specific delivery order in accordance with Government standards. Must be experienced in directing and performing task/skill analysis, media selection analysis, lesson specifications, lesson development; training material development, and, instructional system effectiveness evaluations. Provides general guidance and supervision to junior instructional developers.	High School Diploma	Ten (10) years of related professional experience.
		Or Bachelor's Degree	Six (6) years of directly related professional experience. Three (3) years of experience should be related to Government training programs, and at least two (2) years as the project lead.
		Or Master's Degree	Three (3) years of experience should be related to Government training programs, and at least two (2) years as the project lead.

3.5% Escalation

Commercial Labor Category	Target Systems Commercial Rates Effective January 1, 2010				
	January 1, 2011 - December 31, 2011	January 1, 2012 - December 31, 2012	January 1, 2013 - December 31, 2013	January 1, 2014 - December 31, 2014	January 1, 2015 - December 31, 2015
Admin Level 1	$ 47.23	$ 48.88	$ 50.59	$ 52.36	$ 54.19
Admin Level 2	$ 54.87	$ 56.79	$ 58.78	$ 60.84	$ 62.97
Admin Level 3	$ 70.18	$ 72.64	$ 75.18	$ 77.81	$ 80.53
Administrative Support	$ 50.54	$ 52.31	$ 54.14	$ 56.03	$ 57.99
Analyst 1 (Business Integrated Services)	$ 79.70	$ 82.49	$ 85.38	$ 88.37	$ 91.46
Analyst 2 (Business Integrated Services)	$ 88.85	$ 91.96	$ 95.18	$ 98.51	$ 101.96
Analyst 3 (Business Integrated Services)	$ 112.32	$ 116.25	$ 120.32	$ 124.53	$ 128.89
Analyst 4 (Business Integrated Services)	$ 137.06	$ 141.86	$ 146.83	$ 151.97	$ 157.29
Analyst 5 (Business Integrated Services)	$ 153.66	$ 159.04	$ 164.61	$ 170.37	$ 176.33
Analyst 1 (Junior) (Information Technology)	$ 88.20	$ 91.29	$ 94.49	$ 97.80	$ 101.22
Analyst 2 (Journeyman) (Information Technology)	$ 100.88	$ 104.41	$ 108.06	$ 111.84	$ 115.75
Analyst 3 (Senior) (Information Technology)	$ 116.20	$ 120.27	$ 124.48	$ 128.84	$ 133.35
Audio-Visual Specialist	$ 78.03	$ 80.76	$ 83.59	$ 86.52	$ 89.55
Budget Analyst 1	$ 75.82	$ 78.47	$ 81.22	$ 84.06	$ 87.00
Budget Analyst 2	$ 87.37	$ 90.43	$ 93.60	$ 96.88	$ 100.27
Budget Analyst 3	$ 117.34	$ 121.45	$ 125.70	$ 130.10	$ 134.65
Computer Graphic Artist	$ 82.21	$ 85.09	$ 88.07	$ 91.15	$ 94.34
Consultant 1	$ 131.42	$ 136.02	$ 140.78	$ 145.71	$ 150.81
Consultant 2	$ 149.95	$ 155.20	$ 160.63	$ 166.25	$ 172.07
Consultant 3	$ 167.66	$ 173.53	$ 179.60	$ 185.89	$ 192.40
Database Analyst 1	$ 126.83	$ 131.27	$ 135.86	$ 140.62	$ 145.54
Database Analyst 2	$ 138.54	$ 143.39	$ 148.41	$ 153.60	$ 158.98
DB Management Specialist 1	$ 132.36	$ 136.99	$ 141.78	$ 146.74	$ 151.88
DB Management Specialist 2	$ 149.07	$ 154.29	$ 159.69	$ 165.28	$ 171.06
DB Management Specialist 3	$ 176.47	$ 182.65	$ 189.04	$ 195.66	$ 202.51
Documentation Specialist	$ 79.41	$ 82.19	$ 85.07	$ 88.05	$ 91.13
ERP Project Manager 1	$ 126.00	$ 130.41	$ 134.97	$ 139.69	$ 144.58
ERP Project Manager 2	$ 139.96	$ 144.86	$ 149.93	$ 155.18	$ 160.61
ERP Project Manager 3	$ 191.80	$ 198.51	$ 205.46	$ 212.65	$ 220.09
Financial Analyst 1	$ 93.56	$ 96.83	$ 100.22	$ 103.73	$ 107.36
Financial Analyst 2	$ 116.14	$ 120.20	$ 124.41	$ 128.76	$ 133.27
Financial Analyst 3	$ 132.52	$ 137.16	$ 141.96	$ 146.93	$ 152.07

3.5% Escalation					
	Target Systems Commercial Rates Effective January 1, 2010				
Commercial Labor Category	January 1, 2011 - December 31, 2011	January 1, 2012 - December 31, 2012	January 1, 2013 - December 31, 2013	January 1, 2014 - December 31, 2014	January 1, 2015 - December 31, 2015
Functional Integration Manager 1	$ 126.00	$ 130.41	$ 134.97	$ 139.69	$ 144.58
Functional Integration Manager 2	$ 135.88	$ 140.64	$ 145.56	$ 150.65	$ 155.92
Functional Integration Manager 3	$ 161.00	$ 166.64	$ 172.47	$ 178.51	$ 184.76
Graphics Specialist	$ 76.10	$ 78.76	$ 81.52	$ 84.37	$ 87.32
Hardware/Network Specialist Intermediate	$ 63.00	$ 65.21	$ 67.49	$ 69.85	$ 72.29
Hardware/Network Specialist Junior	$ 47.45	$ 49.11	$ 50.83	$ 52.61	$ 54.45
Hardware/Network Specialist Senior	$ 75.00	$ 77.63	$ 80.35	$ 83.16	$ 86.07
Illustrator/Draftsman	$ 90.17	$ 93.33	$ 96.60	$ 99.98	$ 103.48
Information Assurance Support 1	$ 106.40	$ 110.12	$ 113.97	$ 117.96	$ 122.09
Information Assurance Support 2	$ 134.62	$ 139.33	$ 144.21	$ 149.26	$ 154.48
Information Assurance Support 3	$ 166.00	$ 171.81	$ 177.82	$ 184.04	$ 190.48
Instructional System Developer	$ 164.17	$ 169.92	$ 175.87	$ 182.03	$ 188.40
Internet Specialist 1	$ 141.18	$ 146.12	$ 151.23	$ 156.52	$ 162.00
Internet Specialist 2	$ 158.80	$ 164.36	$ 170.11	$ 176.06	$ 182.22
Internet Specialist 3	$ 176.47	$ 182.65	$ 189.04	$ 195.66	$ 202.51
Management Consultant	$ 175.59	$ 181.74	$ 188.10	$ 194.68	$ 201.49
Principal Management Executive	$ 304.40	$ 315.05	$ 326.08	$ 337.49	$ 349.30
Program Manager 1	$ 123.56	$ 127.88	$ 132.36	$ 136.99	$ 141.78
Program Manager 2	$ 138.99	$ 143.85	$ 148.88	$ 154.09	$ 159.48
Program Manager 3	$ 169.87	$ 175.82	$ 181.97	$ 188.34	$ 194.93
Program Manager 4	$ 185.97	$ 192.48	$ 199.22	$ 206.19	$ 213.41
Program Specialist 1	$ 65.31	$ 67.60	$ 69.97	$ 72.42	$ 74.95
Program Specialist 2	$ 87.37	$ 90.43	$ 93.60	$ 96.88	$ 100.27
Program Specialist 3	$ 125.93	$ 130.34	$ 134.90	$ 139.62	$ 144.51
Programmer 1	$ 96.99	$ 100.38	$ 103.89	$ 107.53	$ 111.29
Programmer 2	$ 114.70	$ 118.71	$ 122.86	$ 127.16	$ 131.61
Programmer 3	$ 132.36	$ 136.99	$ 141.78	$ 146.74	$ 151.88
Programmer Analyst 1	$ 114.70	$ 118.71	$ 122.86	$ 127.16	$ 131.61
Programmer Analyst 2	$ 132.36	$ 136.99	$ 141.78	$ 146.74	$ 151.88
Programmer Analyst 3	$ 149.95	$ 155.20	$ 160.63	$ 166.25	$ 172.07
Project Manager	$ 158.80	$ 164.36	$ 170.11	$ 176.06	$ 182.22
Project Manager 1	$ 126.97	$ 131.41	$ 136.01	$ 140.77	$ 145.70

3.5% Escalation					
	Target Systems Commercial Rates Effective January 1, 2010				
Commercial Labor Category	January 1, 2011 - December 31, 2011	January 1, 2012 - December 31, 2012	January 1, 2013 - December 31, 2013	January 1, 2014 - December 31, 2014	January 1, 2015 - December 31, 2015
Project Manager 2	$ 143.70	$ 148.73	$ 153.94	$ 159.33	$ 164.91
Quality Assurance Specialist	$ 119.66	$ 123.85	$ 128.18	$ 132.67	$ 137.31
Senior Consultant	$ 220.57	$ 228.29	$ 236.28	$ 244.55	$ 253.11
Senior Instructional Systems Developer	$ 190.06	$ 196.71	$ 203.59	$ 210.72	$ 218.10
Senior Management Consultant	$ 217.87	$ 225.50	$ 233.39	$ 241.56	$ 250.01
Senior Project Manager	$ 194.10	$ 200.89	$ 207.92	$ 215.20	$ 222.73
Senior Scientist	$ 245.15	$ 253.73	$ 262.61	$ 271.80	$ 281.31
Senior Subject Matter Expert	$ 266.00	$ 275.31	$ 284.95	$ 294.92	$ 305.24
Senior Subject Matter Expert Technical	$ 312.13	$ 323.05	$ 334.36	$ 346.06	$ 358.17
Senior Systems Analyst	$ 167.66	$ 173.53	$ 179.60	$ 185.89	$ 192.40
Senior Technical Writer	$ 123.52	$ 127.84	$ 132.31	$ 136.94	$ 141.73
Subject Matter Expert	$ 251.34	$ 260.14	$ 269.24	$ 278.66	$ 288.41
Subject Matter Expert Operational	$ 215.99	$ 223.55	$ 231.37	$ 239.47	$ 247.85
Subject Matter Expert Technical	$ 215.99	$ 223.55	$ 231.37	$ 239.47	$ 247.85
Systems Analyst	$ 141.18	$ 146.12	$ 151.23	$ 156.52	$ 162.00
Technical Writer	$ 105.87	$ 109.58	$ 113.42	$ 117.39	$ 121.50
Technical Writer 1	$ 76.10	$ 78.76	$ 81.52	$ 84.37	$ 87.32
Technical Writer 2	$ 87.37	$ 90.43	$ 93.60	$ 96.88	$ 100.27
Technician 1	$ 60.58	$ 62.70	$ 64.89	$ 67.16	$ 69.51
Technician 2	$ 71.35	$ 73.85	$ 76.43	$ 79.11	$ 81.88
Technician 3	$ 81.20	$ 84.04	$ 86.98	$ 90.02	$ 93.17
Training Support 1	$ 154.00	$ 159.39	$ 164.97	$ 170.74	$ 176.72
Training Support 2	$ 182.00	$ 188.37	$ 194.96	$ 201.78	$ 208.84
Training Support 3 (Lead)	$ 194.12	$ 200.91	$ 207.94	$ 215.22	$ 222.75