



**GENERAL SERVICES ADMINISTRATION
Federal Acquisition Service**

AUTHORIZED FEDERAL SUPPLY SCHEDULE FSS PRICE LIST

Online access to contract ordering information, terms and conditions, pricing, and the option to create an electronic delivery order are available through GSA Advantage!®. The website for GSA Advantage!® is: [GSAAdvantage.gov](https://www.gsa.gov/advantage).

Multiple Award Schedule

FSC Group: Information Technology & Professional Services

FSC Class: DA01, DB10, DJ01, R408, & R425

Contract Number: 47QTCA24D0090

Contract Period: May 7, 2024 – May 6, 2029

For more information on ordering go to the following website: <https://www.gsa.gov/schedules>.

LegalNet Works, Inc. dba Zeichner Risk Analytics (ZRA)

1110 N. Glebe Road, Suite 630

Arlington, VA 22201

703-351-1101

<https://www.zra.com/>

Morgan Allen

703-351-1101

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Business size: Small

Price list current as of Modification #PO-0014 effective September 25, 2026

Prices Shown Herein are Net (discount deducted)



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CUSTOMER INFORMATION

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

SINs	Recovery	SIN Title
54151HACS	54151HACSR	Highly Adaptive Cybersecurity Services
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541690	541690RC	Technical Consulting Services
54151S	54151SRC	Information Technology Professional Services
518210C	518210CRC	Cloud Computing and Cloud Related IT Professional Services
OLM	OLMRC	Order-Level Materials (OLM's)

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Contracts that have unit prices based on the geographic location of the customer should show the range of the lowest price and cite the areas to which the prices apply. N/A

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item: See attached "Price List" file, which can be downloaded from eLibrary here:

<https://www.gsaelibrary.gsa.gov/ElibMain/contractorInfo.do?contractNumber=47QTCA24D0090&contractorName=LEGALNET+WORKS+INCORPORATED&executeQuery=YES>

**2. Maximum order:**

SINs	Maximum Order
54151HACS	\$500,000
541611	\$1,000,000
541690	\$1,000,000
54151S	\$500,000
518210C	\$500,000
OLM	\$250,000

3. Minimum order: \$100**4. Geographic coverage:** Domestic**5. Point(s) of production:** 1110 N. Glebe Road, Suite 630, Arlington, VA 22203**6. Discount from list prices or statement of net price:** Government Net Prices (discounts already deducted.)**7. Quantity discounts:** None**8. Prompt payment terms. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions:** Net 30 days**9. Foreign items (list items by country of origin):** N/A**10a. Time of delivery:** Contact Contractor**10b. Expedited Delivery. Items available for expedited delivery are noted in this price list:**
Contact Contractor**10c. Overnight and 2-day delivery:** Contact Contractor**10d. Urgent Requirements:** Contact Contractor**11. F.O.B. point(s):** Destination**12a. Ordering address:** 1110 N. Glebe Road, Suite 630, Arlington, VA 22203**12b. Ordering procedures:** See Federal Acquisition Regulation (FAR) 8.405-3.



13. Payment address: 1110 N. Glebe Road, Suite 630, Arlington, VA 22203

14. Warranty provision: Standard Commercial Warranty Terms & Conditions

15. Export packing charges, if applicable: N/A

16. Terms and conditions of rental, maintenance, and repair: N/A

17. Terms and conditions of installation: N/A

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: N/A

18b. Terms and conditions for any other services: N/A

19. List of service and distribution points: N/A

20. List of participating dealers: N/A

21. Preventive maintenance: N/A

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

22b. If applicable, indicate that Section 508 compliance information is available for the information and communications technology (ICT) products and services offered and show where full details can be found (e.g., Contractor's website or other location). ICT accessibility standards can be found at <https://www.section508.gov/>: N/A

23. Unique Entity Identifier (UEI) number: Enter Company DUNS number

24. Notification regarding registration in System for Award Management (SAM) database:
Contractor registered and active in SAM

Service Contract Labor Standards: The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Multiple Award Schedule (MAS) and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCLS/SCA eligible labor categories. If and / or when the contractor adds SCLS/SCA labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS/SCA matrix identifying the GSA labor category titles, the



occupational code, SCLS/SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.



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PURPOSE

ZRA welcomes the opportunity to present our qualifications and price list for the General Services Administration (GSA) Multiple Award Services (MAS) Schedule, encompassing professional services and solutions designed for advanced digital and engineered environments.

Ongoing security threats, technological evolution, and the need for efficiencies each present unique challenges for agencies balancing mission-critical priorities with evolving demands. ZRA understands these complexities and is committed to delivering tailored solutions that enhance mission success. Our ability to develop effective solutions follows an extensive track record in national security systems, private sector critical infrastructure, benchmarking, comprehensive literature reviews, deep research, risk assessment, and Earned Value Management (EVM). By fostering collaborative partnerships grounded in trust and expertise, we help clients achieve measurable, sustainable outcomes.

Delivering exceptional service requires deep insight into client objectives. With over 25 years of experience supporting federal agencies, critical infrastructure stakeholders, and private-sector organizations, ZRA possesses the specialized knowledge, resources, and commitment to address today's most pressing challenges. We assist agencies in navigating cybersecurity project management, optimizing budgets, ensuring compliance, and implementing secure engineering practices - all while prioritizing mission continuity and operational excellence. We achieve these outcomes through the dedication of our professional staff, who possess a thorough understanding of federal structures, regulatory frameworks, and mission imperatives, and are cleared and trained for national security and civilian environments.

Looking ahead, ZRA is proactively addressing future cybersecurity challenges through the integration of emerging technologies into complex workflows. Notable examples are Artificial Intelligence for workflow automation and predictive threat detection, Post-Quantum Cryptography to safeguard against next-generation computational threats, Distributed Data Analytics for processing and analyzing vast amounts of data across geographically dispersed locations, and Emerging Software Technologies that have the potential to revolutionize various industries and sectors. ZRA works to ensure that our clients are well-positioned to tackle the challenges and demands posed by rapid technological advancements.

ZRA looks forward to collaborating with your organization to advance shared goals. Guided by our mission to empower clients through innovative cybersecurity solutions and strategic risk management, we deliver high-quality services efficiently and effectively, ensuring alignment with your agency's unique needs and priorities.



COMPANY OVERVIEW

ZRA is a specialized consulting firm with over 28 years of experience delivering mission-critical cybersecurity, risk management, and operational solutions to federal agencies and critical infrastructure organizations. We combine technical expertise with strategic insight to address complex challenges in cybersecurity, AI and LLM program creation, compliance, budget optimization, and performance management.

In an era of evolving cyber threats and regulatory demands, ZRA empowers clients to achieve operational resilience through tailored services such as risk assessment, cyber systems engineering lifecycle integration, and compliance auditing. Our client base spans federal entities as well as private sector organizations requiring advanced data security and privacy protection. We understand the importance of aligning technical solutions with mission objectives, ensuring that our services enhance both operational efficiency and cybersecurity posture.

ZRA's competitive advantage lies in our multidisciplinary approach, blending policy expertise, federal regulatory knowledge, and hands-on experience in cybersecurity project management. We specialize in bridging gaps between technical requirements and mission objectives, offering comprehensive services that include cybersecurity risk mitigation, mission support services, regulatory compliance, and education and coaching. Our team is dedicated to serving our clients and ensuring alignment with the unique operational and regulatory needs of each organization.

Forward-focused innovation drives ZRA's approach to addressing tomorrow's challenges through proactive investment in emerging technology solutions. By integrating cutting-edge advancements into our Program Work Breakdown Structure, Cost Estimation, and Regulatory Compliance solutions, we equip clients with scalable systems designed to anticipate evolving threats and regulatory landscapes. This forward-looking mindset ensures our solutions remain adaptive, secure, and aligned with the rapid pace of digital transformation across industries.

ZRA remains committed to advancing cybersecurity resilience and mission success, leveraging decades of experience to navigate today's most pressing security and operational challenges. Our dedication to delivering high-quality services and fostering collaborative partnerships underscores our mission to empower clients through innovative cybersecurity solutions and strategic risk management. For more information about our services and expertise, please visit our website at www.zra.com.



SIN DESCRIPTION

SIN	Recovery	SIN Title
54151HACS	54151HACSR	Highly Adaptive Cybersecurity Services
Description: Highly Adaptive Cybersecurity Services (HACS) Includes a wide range of fields such as, the seven-step Risk Management Framework services, information assurance, virus detection, zero trust architecture, network management, situational awareness and incident response, secure web hosting, backups, security services and Security Operations Center (SOC) services. HACS vendors are cataloged under the 5 subcategories of High Value Asset Assessments, Risk and Vulnerability Assessments, Cyber Hunt, Incident Response, and Penetration Testing.		

SIN	Recovery	SIN Title
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
Description: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency's portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management. Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award. Personal services as defined in FAR 37.104 are prohibited.		



SIN	Recovery	SIN Title
541690	541690RC	Technical Consulting Services
Description: Technical Consulting Services. Services include providing advice and assistance on technical domains and issues (except those covered by the environmental, energy, and IT consulting SINs on this Schedule). Typical associated tasks include, but are not limited to strategic planning, feasibility analysis, requirements determination, policy interpretation and support, process analysis and/or development, research studies, testing (other than laboratory testing), program analysis, and associated support tasks.		

SIN	Recovery	SIN Title
54151S	54151SRC	Information Technology Professional Services
Description: Information Technology Professional Services IT Professional Services and/or labor categories for database planning and design; systems analysis, integration, and design; programming, conversion and implementation support; network services, data/records management, and testing.		

SIN	Recovery	SIN Title
518210C	518210CRC	Cloud Computing and Cloud Related IT Professional Services
Description: Cloud Computing and Cloud Related IT Professional Services Includes commercially available cloud computing services such as Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) and emerging cloud computing services, to include cloud based artificial intelligence/machine learning. IT professional services that are focused on providing the types of services that support the Government's adoption of, migration to, or governance/management of cloud computing. Specific cloud related IT professional labor categories and/or fixed-price professional services solutions that support activities associated with assessing cloud solutions, refactoring workloads for cloud solutions, migrating legacy or other systems to cloud solutions, providing management/governance of cloud solutions, DevOps, developing cloud native applications, or other cloud oriented activities are within scope of this SIN.		



SIN	Recovery	SIN Title
OLM	OLMRC	Order-Level Materials (OLM's)
Description: Order-Level Materials (OLM) OLMs are supplies and/or services acquired in direct support of an individual task or delivery order placed against a Federal Supply Schedule (FSS) program contract or BPA. OLM pricing is not established at the FSS contract, but at the order level. Since OLMs are identified and acquired at the order or BPA level, the ordering contracting officer (OCO) is responsible for making a fair and reasonable price determination for all OLMs using FAR 15.404 techniques for commercial price determinations. Using this procedure, ancillary supplies and services that are unknown at the time of the Schedule contract award may be included and priced at the order level or BPA level. OLM SIN-Level Requirements/Ordering Instructions: OLMs are: • Purchased under the authority of the FSS Program as a special ordering procedure • Identified at the order or BPA level (either at the time the order is placed or as the requirement for OLMs develop during the course of performance) • Defined and priced at the ordering activity level in accordance with GSAR clause 552.238-115 Special Ordering Procedures for the Acquisition of Order-Level Materials. • Only authorized for use in direct support of another awarded SIN. • Only authorized for inclusion at the order level under a Time-and-Materials (T&M) or Labor-Hour (LH) Contract Line Item Number (CLIN) • Subject to a Not To Exceed (NTE) ceiling price limited to 33.33% of the total value of the order or BPA OLMs are not items awarded under ancillary supplies/services or other direct cost (ODC) SINs (these items are defined, priced, and awarded at the FSS contract level)		



EXECUTIVE STRATEGY LABOR CATEGORY

Labor Category	Description
Executive Strategy V	General Experience: Significant experience in multiple domains across a broad range of clients. Held consulting or leadership positions in government or private sector organizations in areas such as organizational strategy, IT architecture or transformation, risk and security, HR personnel and performance, customer orientation or stakeholder engagement approaches, or Congressional or regulatory policy. Works directly with senior-level clients to set the project strategic agenda. Drives the project team toward desired outcomes to achieve results for client. Ensures project objectives are delivered in the context of industry best practices. Develops new knowledge and capabilities derived from a broad range of cross industry or functional experiences with commercial or government clients. Functional Responsibility: Expert in the firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and/or work plan development. Experienced in facilitation, presentation delivery, and coaching to impact organizational level change. Track record advising executive-level clients on problem definition and solution design. Translates strategy into an efficient and effective portfolio of programs and projects that will meet an organization's strategic objectives. Provides contract and engagement oversight, including managing budget, risk, quality, and personnel.
Executive Strategy IV	General Experience: Extensive client/industry experience. Specialist in multiple functional industry or governmental domains; Demonstrated leadership of consulting engagements in areas such as organizational strategy, IT architecture or transformation, risk and security, HR personnel and performance, or Congressional or regulatory policy. Defines agenda and project objectives. Drives content and provides thought leadership. Manages execution of multiple, rapid hypothesis-based fact-finding efforts; Balances potentially conflicting themes and objectives. Generates innovative approaches to address mission or organizational problems.



Labor Category	Description
	Ensures that appropriate structure is in place to support real or lasting change. Functional Responsibility: Expert in the firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and work plan development. Experienced in facilitation, presentation delivery, and coaching to impact organizational level change. Track record advising executive-level clients on problem definition and solution design. Translates strategy into an efficient and effective portfolio of programs and projects that will meet an organization's strategic objectives. Provides contract and engagement oversight, including managing budget, risk, quality, and personnel.
Executive Strategy III	General Experience: Broad client/industry experience in functional industry or governmental domains such as organizational strategy, IT architecture or transformation, risk and security, HR personnel and performance, or Congressional or regulatory policy. Contributes to agendas and project objectives. Provides content and thought leadership. Manages execution of multiple, rapid hypothesis-based, fact-finding efforts. Ability to support the firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and/or work plan development. Ability to deliver facilitation, presentations, or analysis to impact organizational level change. Track record advising clients on problem definition and solution design. Functional Responsibility: Supports translation of strategy into an efficient and effective portfolio of programs and projects that will meet an organization's strategic objectives. Provides contract and engagement oversight, including managing budget, risk, quality, or personnel.
Executive Strategy II	General Experience: Client/industry experience in functional industry or governmental domains such as organizational strategy, IT architecture or transformation, risk and security, HR personnel and performance, or Congressional or regulatory policy. Contributes to agendas and project objectives. Ability to perform hypothesis-driven research and analysis, and deliver



Labor Category	Description
	firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and/or work plan development. Ability to deliver facilitation, presentations, or analysis, and advise clients on problem definition and solution design. Functional Responsibility: Contributes to agendas and project objectives. Provides content and thought leadership. Manages execution of multiple, rapid hypothesis-based, fact-finding efforts. Supports translation of strategy into an efficient and effective portfolio of programs and projects that will meet an organization's strategic objectives.
Executive Strategy I	General Experience: Possesses knowledge of hypothesis-driven research and analysis, and ability to deliver firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and work plan development. Ability to prepare presentations or analysis, and support clients' project definition and solution design. Functional Responsibility: Contributes to agendas and project objectives. Provides content and research findings. Supports execution of multiple, rapid hypothesis-based, fact-finding efforts. Supports translation of strategy into an efficient and effective portfolio of programs and projects that will meet an organization's strategic objectives.



FUNCTIONAL SPECIALIST LABOR CATEGORY

Labor Category	Description
Functional Specialist V	General Experience: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Functional Specialist IV	General Experience: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Functional Specialist III	General Experience: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain. Updated on the latest developments and



Labor Category	Description
	best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Functional Specialist II	General Experience: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Functional Specialist I	General Experience: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and



Labor Category	Description
	implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.



SUBJECT MATTER EXPERT (SME) LABOR CATEGORY

Labor Category	Description
Subject Matter Expert V	General Experience: Expert with extensive enterprise-wide knowledge and experience in one or more designated subjects or domains. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations or multiple stakeholder communities within an organization; may possess academic achievements and/or extensive public or private sector experiences or requisite knowledge and expertise recognized in the professional or academic communities. Functional Responsibility: Provides high-level vision to program/project managers or senior technical leadership in area of subject matter expertise. Provides expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness, and achieve successful performance, and leads analysis, evaluation, and implementation of tasks each relating to area(s) of subject matter expertise. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision.
Subject Matter Expert IV	General Experience: Expert with extensive enterprise-wide knowledge and experience in one or more designated subjects or domains. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations or multiple stakeholder communities within an organization; may possess academic achievements and/or extensive public or private sector experiences or requisite knowledge and expertise recognized in the professional or academic communities. Functional Responsibility: Provides high-level vision to program/project managers or senior technical leadership in area of subject matter expertise. Provides expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness, and achieve successful performance, and leads analysis, evaluation, and implementation of tasks each relating to area(s) of subject matter expertise. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision.



Labor Category	Description
Subject Matter Expert III	General Experience: Demonstrates expertise and knowledge in chosen subject matter with work-related experiences or possesses requisite knowledge and expertise reflected in academic achievement, industry certifications or best practice, and/or unique or rare client-specific knowledge. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations or multiple stakeholder communities within an organization; may possess academic achievements and/or extensive public or private sector experiences or requisite knowledge and expertise recognized in the professional or academic communities. Functional Responsibility: Provides subject matter expertise to program/project managers or senior leadership in area of subject matter expertise. Provides subject matter expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness, and achieve successful performance. Is primarily utilized on projects for expertise. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision.
Subject Matter Expert II	General Experience: Demonstrates expertise and knowledge in chosen subject matter with work-related experiences or possesses requisite knowledge and expertise reflected in academic achievement, industry certifications or best practice, and/or unique or rare client-specific knowledge. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations or multiple stakeholder communities within an organization; may possess academic achievements and/or extensive public or private sector experiences or requisite knowledge and expertise recognized in the professional or academic communities. Functional Responsibility: Provides subject matter expertise to program/project managers or senior leadership in area of subject matter expertise. Provides subject matter expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness, and achieve successful performance. Is primarily utilized on projects for expertise. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision.



Labor Category	Description
Subject Matter Expert I	General Experience: Demonstrates expertise and knowledge in chosen subject matter with work-related experiences or possesses requisite knowledge and expertise reflected in academic achievement, industry certifications or best practice, and/or unique or rare client-specific knowledge. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations or multiple stakeholder communities within an organization; may possess academic achievements and/or extensive public or private sector experiences or requisite knowledge and expertise recognized in the professional or academic communities. Functional Responsibility: Provides subject matter expertise to program/project managers or senior leadership in area of subject matter expertise. Provides subject matter expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness, and achieve successful performance. Is primarily utilized on projects for expertise. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision.



HOMELAND SECURITY EXPERT LABOR CATEGORY

Labor Category	Description
Homeland Security Expert V	General Experience: Ability to leverage extensive knowledge of client's homeland security mission area to develop and refine strategic, programmatic, operational, and/or acquisition/financial deliverables. Demonstrates extensive knowledge across multiple disciplines, such as Systems Engineering Life Cycle, Acquisition Lifecycle Framework, Congressional and Administration program planning, operational planning, and/or other essential areas of knowledge making optimum use of existing and planned systems to meet mission needs. Functional Responsibility: Participates in the development of system concepts, system requirements, concepts of operations, and requirements in each phase of the system engineering life cycle and acquisition life cycle framework. Serves as subject matter or functional expert to enable program success. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise, oversees executive-level briefs and written documents, and ensures quality in area(s) of expertise.
Homeland Security Expert IV	General Experience: Ability to leverage extensive knowledge of client's homeland security mission area to develop and refine strategic, programmatic, operational, and acquisition/financial documents. Demonstrates extensive knowledge across multiple disciplines, such as Systems Engineering Life Cycle, Acquisition Lifecycle Framework, Congressional and Administration program planning, operational planning, and/or other essential areas of knowledge making optimum use of existing and planned systems to meet mission needs. Functional Responsibility: Participates in the development of system concepts, system requirements, concepts of operations, and requirements in each phase of the system engineering life cycle and acquisition life cycle framework. Serves as subject matter or functional expert to enable program success. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise, oversees executive-level briefs and written documents, and ensures quality in area(s) of expertise.



Labor Category	Description
Homeland Security Expert III	General Experience: Ability to leverage extensive knowledge of client's homeland security mission area to develop and refine strategic, programmatic, operational, and acquisition/financial documents. Demonstrates extensive knowledge across multiple disciplines, such as Systems Engineering Life Cycle, Acquisition Lifecycle Framework, Congressional and Administration program planning, operational planning, and/or other essential areas of knowledge making optimum use of existing and planned systems to meet mission needs. Functional Responsibility: Participates in the development of system concepts, system requirements, concepts of operations, and requirements in each phase of the system engineering life cycle and acquisition life cycle framework. Serves as subject matter or functional expert to enable program success. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise, oversees executive-level briefs and written documents, and ensures quality in area(s) of expertise.
Homeland Security Expert II	General Experience: Ability to leverage basic knowledge of client's homeland security mission area to develop and refine strategic, programmatic, operational, and/or acquisition/financial documents. Demonstrates extensive knowledge across multiple disciplines, such as Systems Engineering Life Cycle, Acquisition Lifecycle Framework, Congressional and Administration program planning, operational planning, and/or other essential areas of knowledge making optimum use of existing and planned systems to meet mission needs. Functional Responsibility: Provides technical and managerial direction as part of assistance with problem definition and analysis and with developing plans and requirements for complex systems in the Homeland Security area. Provides technical and functional analysis, assistance, and support to projects in the area(s) of the individual's specialized Homeland Security expertise. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise, oversees executive-level briefs and written documents, and ensures quality in area(s) of expertise.
Homeland Security Expert I	General Experience: Demonstrates awareness of client's homeland security mission areas and ability to leverage



Labor Category	Description
	knowledge to develop and refine strategic, programmatic, operational, and/or acquisition/financial documents. Ability to perform benchmarking, literature reviews and other support services. Ability to provide technical or managerial support and assistance, such as with problem definition and analysis and with developing plans and requirements for systems in the Homeland Security area. Functional Responsibility: Provides technical and functional analysis, assistance, and support to projects in the area(s) of the individual's specialized Homeland Security expertise. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise, oversees executive-level briefs and written documents, and ensures quality in area(s) of expertise. Ensures responsiveness and achieves successful performance.



PROGRAM DIRECTOR LABOR CATEGORY

Labor Category	Description
Program Director V	General Experience: Experience maintaining and managing relationships with senior level management within the client organization. Ability to ensure senior level management is aware of overall program status, including all relevant projects and their potential impact on higher-level organizational strategic vision, which may include subject matter, functional or unique technical knowledge. Experienced in designing leadership engagements, delivering executive-level presentations, and leading teams. Proven track record managing key domains, such as contract management, systems engineering life cycle, acquisition life cycle, program risk and/or other specializations. Functional Responsibility: Senior executive responsible for providing strategic direction, vision, leadership, and program management to the team. Contributes to organizational direction through regular involvement with senior level client leadership and team members. Maintains productive and effective client relationships with the most senior levels of the client organization. Responsible for developing and maintaining project schedules, budgets, and client interaction, ensuring deliverables are presented to clients in a timely manner, supervising day-to-day operations of project team/s; reviewing deliverables for quality, and communicating recommendation to clients.
Program Director IV	General Experience: Experience maintaining and managing relationships with senior level management within the client organization. Ability to ensure senior level management is aware of overall program status, including all relevant projects and their potential impact on higher-level organizational strategic vision, which may include subject matter, functional or unique technical knowledge. Experienced in designing leadership engagements, delivering executive-level presentations, and leading teams. Proven track record managing key domains, such as contract management, systems engineering life cycle, acquisition life cycle, program risk and/or other specializations. Functional Responsibility: Executive responsible for providing strategic direction, vision, leadership, and program management



Labor Category	Description
	to the team. Contributes to organizational direction through regular involvement with senior level client leadership and team members. Maintains productive and effective client relationships with the most senior levels of the client organization. Responsible for developing and maintaining project schedules, budgets, and client interaction, ensuring deliverables are presented to clients in a timely manner, supervising day-to-day operations of project team/s; reviewing deliverables for quality, and communicating recommendation to clients.
Program Director III	General Experience: Demonstrated experience and skills providing technical guidance to Program or Project team/s. Ability to outline project work plans and deliverables on a on day-to-day basis, review work products for completeness and adherence to customer requirements, provide a communication channel between the client and the engagement team, provide technical direction, experience, and escalation, as required. Track record delivering presentations and leading client meetings and/or Completing project-specific tasks within estimated time frames and budget constraints. Functional Responsibility: Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client for both business and program/project teams.
Program Director II	General Experience: Demonstrated experience and skills providing technical guidance to Program or Project team/s. Ability to outline project work plans and deliverables on a on day-to-day basis, review work products for completeness and adherence to customer requirements, provide a communication channel between the client and the engagement team, provide technical direction, experience, and escalation, as required. Track record delivering presentations and leading client meetings and/or Completing project-specific tasks within estimated time frames and budget constraints. Functional Responsibility: Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single



Labor Category	Description
	project. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client for both business and program/project teams.
Program Director I	General Experience: Experience and skills providing technical guidance to Project teams. Ability to outline project work plans and deliverables on a day-to-day basis, review work products for completeness and adherence to customer requirements, provide a communication channel between the client and the engagement team. Track record preparing presentations, developing and planning client meetings, and/or completing project-specific tasks within estimated time frames and budget constraints. Functional Responsibility: Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client for both business and program/project teams.



BUSINESS FUNCTIONS LABOR CATEGORY

Labor Category	Description
Business Functions V	General Experience & Skills: Demonstrated and significant experience in business process design and/or implementation, including Capability Based Planning and gap analysis; organizational design and operating model development; Program and Contract Work Breakdown Structure design; IT Transformation; strategic planning, and/or human capital and design assessment. Extensive track record providing solutions based on Government standards and practices and/or industry approaches that support critical business and operational areas. Ability to apply extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project or program engagements. Has experience possessing management authority for client engagements. Functional Responsibility: Roles and responsibilities include but are not limited to setting overall policy direction for client engagements; communicating with client executive management to ensure critical issues are addressed; providing expert guidance to projects in industry best practices and functional areas; acting as senior client liaison; and/or providing oversight to business function resources. Additional functional roles include providing quality assurance oversight throughout a project's life cycle; defining and reviewing project plans, designs and business and systems analysis; overseeing projects based upon the Government specifications and standards; providing program management solutions with emphasis on Quality Assurance and Risk Assessment; and performing engineering, financial, program management and marketing analyses required for life cycle support planning.
Business Functions IV	General Experience & Skills: Demonstrated and extensive/broad experience in business process design and/or implementation, including Capability Based Planning and gap analysis; organizational design and operating model development; Program and Contract Work Breakdown Structure design; IT Transformation; strategic planning, and/or human capital skills and design assessment. Extensive track record providing solutions based on Government standards and practices and/or industry approaches that support critical



Labor Category	Description
	business and operational areas. Ability to apply extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project or program engagements. Has experience possessing management authority for client engagements. Functional Responsibility: Roles and responsibilities include but are not limited to: Providing subject matter expertise in public and/or private sector business process or business process redesign; planning and managing the work of business architecture design project teams; designing and implementing new organization structures, conceptual design, and development of methodologies; working with client executives to facilitate organizational change programs and realize business goals; leading clients through streamlining, reengineering and transforming business processes; ensuring consistency of quality across multiple projects. Providing guidance to engineering, IT, security, financial, acquisition, communications and across other disciplines and engagements.
Business Functions III	General Experience & Skills: Experience in business architecture design or implementation, including Capability Based Planning and gap analysis; organizational design and operating model development; Program and Contract Work Breakdown Structure design; IT Transformation; strategic planning, and/or human capital skills and design assessment. Demonstrated track record assisting project teams in delivering client solutions or managing the day-to-day operations of projects. Functional Responsibility: Roles and responsibilities include but are not limited to providing subject matter expertise in public or private sector business process or business process redesign; Providing guidance and direction on a day-to-day basis; Fostering and managing the relationships between the client and the engagement team; Resolving client problems and suggesting creative solutions and recommendations; Reviewing work products for completeness and adherence to customer requirements; Directing the completion of project specific tasks within estimated time frames and budget constraints; and/or Delivering presentations and leading client meetings. Providing guidance to engineering, IT, security, financial, acquisition, communications and across other disciplines and engagements.



Labor Category	Description
Business Functions II	General Experience & Skills: Demonstrated experience in supporting business architecture design or implementation, including Capability Based Planning and gap analysis; organizational design and operating model development; Program and Contract Work Breakdown Structure design; IT Transformation; strategic planning, and/or human capital skills and design assessment. Demonstrated track record assisting project teams in delivering client solutions or managing the day-to-day operations of projects. Functional Responsibility: Roles and responsibilities include but are not limited to providing subject matter expertise in public or private sector business process or business process redesign; Providing guidance and direction on a day-to-day basis; Fostering and managing the relationships between the client and the engagement team; Resolving client problems and suggesting creative solutions and recommendations; Reviewing work products for completeness and adherence to customer requirements; Directing the completion of project specific tasks within estimated time frames and budget constraints; and/or Delivering presentations and leading client meetings. Providing guidance to engineering, IT, security, financial, acquisition, communications and across other disciplines and engagements.
Business Functions I	General Experience & Skills: Awareness of and trained in supporting business architecture design or implementation, including Capability Based Planning and gap analysis; organizational design and operating model development; Program and Contract Work Breakdown Structure design; IT Transformation; strategic planning, and/or human capital skills and design assessment. Track record developing analytic and technical skills. Functional Responsibility: Apply analytical and technical skills to assist in implementing business solutions. Qualified to perform tasks such as: Document an organization's current business process flows; Identify and document functional requirements for business architecture design; Develop project documentation and user training materials according to program specifications; Conduct user training sessions; Prepare communications and engagement plans; Produce database extracts; Provide business and technical support to development teams; Conduct research and analysis; Perform program



Labor Category	Description
	management support tasks, such as status reporting and workplan maintenance.



RISK LABOR CATEGORY

Labor Category	Description
Risk V	General Experience & Skills: Extensive experience providing advisory and/or managerial direction on client engagements. Demonstrated skills in risk-related governance, regulatory or compliance strategies, security and privacy, operations, IT transformation and/or financial management. Ability to assess portfolio risk and apply industry or government best practices, standards, or guidance. Track record applying quality control and assurance principles. Functional Responsibility: Assures quality control and delivers industry insight and area experience on the engagement. Charts the timeframe and assures that the funding parameters are kept, reviews transitions, project status and shares results and change recommendations during the engagement.
Risk IV	General Experience & Skills: Experience providing advisory and/or managerial direction on client engagements. Demonstrated skills in risk-related governance, regulatory or compliance strategies, security and privacy, operations, IT transformation and/or financial management. Ability to assess portfolio risk and apply industry or government best practices, standards, or guidance. Track record applying quality control and assurance principles. Functional Responsibility: Assures quality control and delivers industry insight and area experience on the engagement. Charts the timeframe and assures that the funding parameters are kept, reviews transitions, project status and shares results and change recommendations during the engagement.
Risk III	General Experience & Skills: Experience administering project work plans/processes and supporting project work in business process, operational, financial, and/or technology risk areas. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Ability to assess portfolio risk and apply industry or government best practices, standards, or guidance. Track record analyzing or translating quality control and assurance principles. Functional Responsibilities: Designs and recommends technical solutions, analyzes work plans, resolves client issues,



Labor Category	Description
	prepares status reports, and reviews quality control practices with senior management. Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling and documentation, benchmarking strategies, and regulatory and operation risk management.
Risk II	General Experience & Skills: Experience administering project work plans/processes and managing local resources business process, operational, financial, and/or technology risk areas. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Ability to assist with and support quality control or assurance reviews. Functional Responsibilities: Designs and recommends technical solutions, analyzes work plans, resolves client issues, prepares status reports, and reviews quality control practices with senior management. Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling and documentation, benchmarking strategies, and regulatory and operation risk management.
Risk I	General Experience & Skills: Ability to serve as an analytic resource. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Proven skill identifying, analyzing and defining client issues by conducting relevant research, distilling data, and creating reports. Functional Responsibilities: Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling and documentation, benchmarking strategies, and regulatory and operation risk management.



SUPPORT SERVICES LABOR CATEGORY

Labor Category	Description
Communications Specialist II	General Experience & Skills: Proven ability to design communications concepts and work products. Skilled in leveraging multimedia technologies to fulfill client needs. Skills include the ability to assess work quality in others, manage small teams, and meet with clients to explore options. Functional Responsibilities: Assists design team lead in establishing conceptual and stylistic direction for work of team. Designs materials and approves the work of other designers. Possesses specialized skills in Web, multimedia, or video expertise in using design software and pre-press production. Meets with client as necessary.
Communications Specialist I	General Experience & Skills: Proven ability to design communications concepts and work products. Skilled in leveraging multimedia technologies. Skills include ability to deliver quality communications work product, assist business teams, and serve as a team member. Functional Responsibilities: Assists design team lead in implementing conceptual and stylistic direction for work of team. Designs materials and refines work product based on team or client direction. Possesses specialized skills in Web, multimedia, or video expertise in using design software and pre-press production. Meets with client as necessary.
Administrative Support	General Experience & Skills: Skills and ability to support program and project teams. Demonstrated skill or knowledge in word processing, graphics, data processing, editing, facilitation, coordination or related administrative functions. Functional Responsibilities: Provides general-purpose administrative and clerical support for project tasks. May include secretarial, word processing, graphics, desktop publishing, editing, and coordination.
Legal & Policy Specialist III	General Experience & Skills: Proven track record researching, analyzing, and briefing legal or policy concepts and developments. Experience assessing Congressional, Administration, Judicial and/or regulatory developments. Track record working with project teams or managing teams to drive



Labor Category	Description
	work product. Proven ability to analyze complex concepts and oversee the production of briefs and other client documentation. Functional Responsibilities: Leads policy analysis, strategic planning, and communication initiatives. Creates team structure for range of support services. Meets with client regularly to discuss performance, propose initiatives, and establish priorities. Manages quality assurance based on best practices, guidance or other formal requirements.
Legal & Policy Specialist II	General Experience & Skills: Proven track record researching, analyzing, and briefing legal or policy concepts and developments. Experience assessing Congressional, Administration, and/or regulatory developments. Track record working with project teams or managing teams to drive work product. Functional Responsibilities: Leads policy analysis, strategic planning, and communication initiatives. Creates team structure for range of support services. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.
Legal & Policy Specialist I	General Experience & Skills: Ability to research, analyze, or report on policy developments. Experience assessing Congressional, Administration, and/or regulatory developments. Track record of learning research methodologies and drafting or summarizing reports. Functional Responsibilities: Supports team of public policy specialists or project teams. Develops research strategy. Meets with project team leads or clients regularly to discuss performance, propose initiatives, and establish priorities.
Junior Support Services	General Experience & Skills: Ability to perform rudimentary support services, including research, writing, and collecting data. Functional Responsibilities: Completing assigned engagement tasks for deliverable requirements and conducting research, collecting and distilling data.



HACS EXECUTIVE STRATEGY LABOR CATEGORY

Labor Category	Description
Cyber Executive III	General Experience & Skills: Significant experience in multiple cyber domains across public or private sector clients. Held consulting, management or leadership position in government or private sector. Demonstrates experience relating to High Value Asset or Risk Assessment, Incident Response, IT Strategy, System Security Assessments, IT or Security Architecture, and/or related challenges involving the Systems Engineering Life Cycle or the Acquisition Lifecycle Framework. Track record and ability to deliver thought leadership to engagement teams in developing creative solutions. Proven ability to manage contract support operations for complex, mission-critical, or strategic cyber programs which may involve multiple projects and groups of personnel at multiple locations. Functional Responsibility: Develops new knowledge and capabilities derived from a broad range of cross industry or functional experiences with commercial or government clients. Provides expertise in the firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and work plan development. Offers facilitation, presentation delivery, and coaching to impact organizational level change. Track record advising executive-level clients on problem definition and solution design. Utilizes proven leadership skills to organize, direct, and deploy resources with broad technical, business, and industry expertise. Oversees program budget, schedules and all aspects of financial management of the program. Serves as focal point of contract with client regarding all program activities.
Cyber Executive II	General Experience & Skills: Extensive experience in multiple cyber domains across public or private sector clients. Held consulting, management or leadership position in government or private sector. Demonstrates experience relating to High Value Asset or Risk Assessment, Incident Response, IT Strategy, System Security Assessments, IT or Security Architecture, and/or related challenges involving the Systems Engineering Life Cycle or the Acquisition Lifecycle Framework. Track record and ability to deliver thought leadership to engagement teams in developing



Labor Category	Description
	creative solutions. Proven ability to manage contract support operations for complex, mission-critical, or strategic cyber programs which may involve multiple projects and groups of personnel at multiple locations. Functional Responsibility: Develops new knowledge and capabilities derived from a broad range of cross industry or functional experiences with commercial or government clients. Provides expertise in the firm's strategy consulting offerings, including customer and stakeholder orientations, benchmarking, literature review, research methodologies, and work plan development. Offers facilitation, presentation delivery, and coaching to impact organizational level change. Track record advising executive-level clients on problem definition and solution design. Utilizes proven leadership skills to organize, direct, and deploy resources with broad technical, business, and industry expertise. Oversees program budget, schedules and all aspects of financial management of the program. Serves as focal point of contract with client regarding all program activities.
Cyber Executive I	General Experience & Skills: Experience in multiple cyber domains across public or private sector clients. Held consulting, management or leadership position in government or private sector. Demonstrates experience relating to High Value Asset or Risk Assessment, Incident Response, IT Strategy, System Security Assessments, IT or Security Architecture, and/or related challenges involving the Systems Engineering Life Cycle or the Acquisition Lifecycle Framework. Ability to deliver thought leadership to engagement teams in developing creative solutions. Ability to manage contract support operations for complex, mission-critical, or strategic cyber programs which may involve multiple projects and groups of personnel at multiple locations. Functional Responsibility: Supports the firm's cyber consulting offerings, including concept development, customer and stakeholder orientations, benchmarking, literature review, research methodologies, and work plan development. Responsible for the overall direction, management of resources, quality assurance, timeline management, issue resolution and execution of cyber risk programs, including diverse areas such as



Labor Category	Description
	the design and implementation of enterprise cyber and privacy risk management strategies, security control assessments, security architecture design, implementation of data protection solutions, governance risk and compliance process automation, third party risk management programs, security architecture review, and system security and acquisition engineering.



HACS FUNCTIONAL SPECIALIST LABOR CATEGORY

Labor Category	Description
Cyber Management Consultant III	General Experience & Skills: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain and application to cyber-related challenges. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Cyber Management Consultant II	General Experience & Skills: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise in functional domain and application to cyber-related challenges. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.
Cyber Management Consultant I	General Experience & Skills: Possesses unique program and/or technical knowledge in one or more functional domains. Proven ability to create and assess program or mission needs and manage development of essential program artifacts and documentation, including materials that reflect unique expertise



Labor Category	Description
	in functional domain and application to cyber-related challenges. Updated on the latest developments and best practices, and proven ability to provide guidance, support, and solutions related to area of functional specialization. Functional Responsibility: Coordinates and provides task unique, functional expertise necessary to interpret mission need, develop strategic and operational concepts, refine and gather requirements, design operating architectures, and/or fulfill formal client needs. Leads analysis, evaluation, and implementation of tasks in area(s) of functional expertise. Ensures responsiveness and achieves successful performance.



HACS SUBJECT MATTER EXPERT (SME) LABOR CATEGORY

Labor Category	Description
Cybersecurity Subject Matter Expert III	General Experience & Skills: Expert with extensive enterprise-wide knowledge and experience in one or more cyber subjects or domains. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations, multiple stakeholder communities within an organization, and/or to advise senior leadership. Recognized as an authority in a given domain of Cybersecurity, proficient in highly demanded areas of expertise, tools, or processes. May possess academic achievements and/or extensive public or private sector experiences or requisite subject matter knowledge and expertise recognized in the professional or academic communities or unique client-specific knowledge including areas of systems engineering life cycle, acquisition life cycle, policy or regulatory applications, critical infrastructure, emerging issues and/or operational considerations. Functional Responsibility: Provides high-level vision to program/project managers or senior technical leadership in area of subject matter expertise. Provides expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness and achieve successful performance, and leads analysis, evaluation, and implementation of tasks relating to area(s) of subject matter expertise. Supports creation of comprehensive methods for describing current and/or future structure and behavior of an organization's processes, systems, personnel and organizational sub-units, so that they align with the organization's core goals and strategic direction. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision. Supports projects that have organization-wide impacts.
Cybersecurity Subject Matter Expert II	General Experience & Skills: Expert with extensive enterprise-wide knowledge and experience in one or more cyber subjects or domains. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations, multiple stakeholder communities within an organization, and/or to advise senior leadership. Recognized as an authority in a given domain of Cybersecurity, proficient in highly demanded areas of expertise, tools, or processes. May possess academic achievements and/or extensive public or private sector



Labor Category	Description
	experiences or requisite subject matter knowledge and expertise recognized in the professional or academic communities or unique client-specific knowledge including areas of systems engineering life cycle, acquisition life cycle, policy or regulatory applications, critical infrastructure, emerging issues and/or operational considerations. Functional Responsibility: Provides high-level vision to program/project managers or senior technical leadership in area of subject matter expertise. Provides expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness and achieve successful performance, and leads analysis, evaluation, and implementation of tasks relating to area(s) of subject matter expertise. Supports creation of comprehensive methods for describing current and/or future structure and behavior of an organization's processes, systems, personnel and organizational sub-units, so that they align with the organization's core goals and strategic direction. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision. Supports projects that have organization-wide impacts.
Cybersecurity Subject Matter Expert I	General Experience & Skills: Expert with enterprise-wide knowledge and experience in one or more cyber subjects or domains. Track record and experience reflect ability to leverage subject matter expertise to contribute across organizations, multiple stakeholder communities within an organization, and/or to advise senior leadership. Recognized as an authority in a given domain of Cybersecurity, proficient in highly demanded areas of expertise, tools, or processes. May possess academic achievements and/or extensive public or private sector experiences or requisite subject matter knowledge and expertise recognized in the professional or academic communities or unique client-specific knowledge including areas of systems engineering life cycle, acquisition life cycle, policy or regulatory applications, critical infrastructure, emerging issues and/or operational considerations. Functional Responsibility: Provides high-level vision to program/project managers or senior technical leadership in area of subject matter expertise. Provides expertise necessary to interpret strategic or mission needs and requirements, ensure responsiveness and achieve successful performance, and leads



Labor Category	Description
	analysis, evaluation, and implementation of tasks relating to area(s) of subject matter expertise. Supports creation of comprehensive methods for describing current and/or future structure and behavior of an organization's processes, systems, personnel and organizational sub-units, so that they align with the organization's core goals and strategic direction. Supports projects that have organization-wide impacts. Operates with wide latitude for non-reviewed action or decision. Supports projects that have organization-wide impacts.



PROGRAM DIRECTOR LABOR CATEGORY

Labor Category	Description
Program Execution Director II	General Experience: Experience maintaining and managing relationships with senior level management within the client organization. Ability to ensure senior level management is aware of overall program status, including all relevant projects and their potential impact on higher-level organizational strategic vision, which may include subject matter, functional or unique cyber-related knowledge. Experienced in designing leadership engagements unique to cybersecurity, delivering senior- and/or executive-level presentations, and leading teams delivering cyber-related solutions. Proven track record managing key domains, such as contract management, systems engineering life cycle, acquisition life cycle, program risk and/or other specializations unique to cybersecurity. Functional Responsibility: Executive responsible for providing strategic direction, vision, leadership, and program management to the team. Contributes to organizational direction through regular involvement with senior level client leadership and team members. Maintains productive and effective client relationships with the most senior levels of the client organization. Responsible for developing and maintaining project schedules, budgets, and client interaction, ensuring deliverables are presented to clients in a timely manner, supervising day-to-day operations of project team/s; reviewing deliverables for quality, and communicating recommendation to clients.
Program Execution Director I	General Experience: Demonstrated cyber-related experience and skills providing technical guidance to Program or Project team/s. Ability to outline project work plans and deliverables on a on day-to-day basis, review work products for completeness and adherence to customer requirements, provide a communication channel between the client and the engagement team, provide technical direction, experience, and escalation, as required. Track record delivering presentations and leading client meetings and/or Completing project-specific tasks within estimated time frames and budget constraints. Functional Responsibility: Performs day-to-day management of contract support operations, possibly involving multiple tasks



Labor Category	Description
	and groups of personnel at multiple locations, on a single project. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client for both business and program/project teams.



RISK LABOR CATEGORY

Labor Category	Description
Cyber Risk V	General Experience & Skills: Extensive experience providing advisory and/or managerial direction on client cyber engagements. Demonstrated skills in risk-related governance, regulatory or compliance strategies, security and privacy, operations, IT transformation and/or financial management. Ability to assess portfolio risk for cyber programs and apply industry or government best practices, standards, or guidance. Track record applying quality control and assurance principles. Functional Responsibility: Assures quality control and delivers industry insight and area experience on the engagement. Charts the timeframe and assures that the funding parameters are kept, reviews transitions, project status and shares results and change recommendations during the engagement.
Cyber Risk IV	General Experience & Skills: Experience providing advisory and/or managerial direction on client engagements. Demonstrated skills in risk-related governance, regulatory or compliance strategies, security and privacy, operations, IT transformation and/or financial management. Ability to assess portfolio risk and apply industry or government best practices, standards, or guidance. Track record applying quality control and assurance principles. Functional Responsibility: Assures quality control and delivers industry insight and area experience on the engagement. Charts the timeframe and assures that the funding parameters are kept, reviews transitions, project status and shares results and change recommendations during the engagement.
Cyber Risk III	General Experience & Skills: Experience administering project work plans/processes. Ability to support advisory and/or managerial direction on client engagements. Demonstrated skills in risk-related governance, regulatory or compliance strategies, security and privacy, operations, IT transformation and/or financial management. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Ability to assess portfolio risk and apply industry or government best practices, standards, or guidance. Track record analyzing or translating quality control and assurance principles.



Labor Category	Description
	Functional Responsibilities: Designs and recommends technical solutions, analyzes work plans, resolves client issues, prepares status reports, and reviews quality control practices with senior management. Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling and documentation, benchmarking strategies, and regulatory and operation risk management.
Cyber Risk II	General Experience & Skills: Experience administering project work plans/processes and managing local resources business process, operational, financial, and/or technology risk areas. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Ability to assist with and support quality control or assurance reviews. Functional Responsibilities: Designs and recommends technical solutions, analyzes work plans, resolves client issues, prepares status reports, and reviews quality control practices with senior management. Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling and documentation, benchmarking strategies, and regulatory and operation risk management.
Cyber Risk I	General Experience & Skills: Ability to serve as an analytic resource. Ability to assist and support strategic matters, technical reviews and issues resolution with demonstrated problem solving techniques. Proven skill identifying, analyzing and defining client issues by conducting relevant research, distilling data, and creating reports. Functional Responsibilities: Serves as an analytical resource on the engagement team in the business process, financial and technology risk areas. Participates in operation and risk assessments, and performance measures and indicators and assists with process improvement diagnoses, process modeling



Labor Category	Description
	and documentation, benchmarking strategies, and regulatory and operation risk management.



HACS SUPPORT SERVICES LABOR CATEGORY

Labor Category	Description
Administrative Support	General Experience & Skills: Skills and ability to support program and project teams. Demonstrated skill or knowledge in word processing, graphics, data processing, editing, facilitation, coordination or related administrative functions. Functional Responsibilities: Provides general-purpose administrative and clerical support for project tasks. May include secretarial, word processing, graphics, desktop publishing, editing, and coordination.
Junior Support Services	General Experience & Skills: Ability to perform rudimentary support services, including research, writing, and collecting data. Functional Responsibilities: Completing assigned engagement tasks for deliverable requirements and conducting research, collecting and distilling data.



IT PROFESSIONAL SERVICES LABOR CATEGORY

Labor Category	Description
Executive IT Program Manager I	General Experience & Skills: The Executive IT Program Manager has overall accountability for delivering program assurance and quality solutions. May be responsible for product delivery and/or management of client engagements. Performs independent quality assurance reviews of program performance and deliverables. Oversees and actively informs thought leadership to engagement teams in developing creative solutions. Possesses a deep understanding of how digital and emerging technologies impact mission and program goals. Plans, manages and coordinates projects to control overall project scope, budgets, and schedules for multi-project engagements. Program Manager maintains contractor interface with the senior levels of the customer's organization, consults with customer and contractor personnel to formulate and review task plans and deliverables, and provides conformance with program and project task schedules and costs and contractual obligations. Functional Responsibilities: The Executive Program Manager I Manages defined projects or task-order components under established direction, applying standard program management practices to control scope, schedule, and cost. Supports senior leadership and client engagements through execution, coordination, and quality assurance activities. Experience includes supporting a single program or workstream, tracking budgets and schedules, coordinating subcontractors or internal teams, and assisting with performance and deliverable reviews.
Executive IT Program Manager II	General Experience: The Executive IT Program Manager has overall accountability for delivering program assurance and quality solutions. May be responsible for product delivery and/or management of client engagements. Performs independent quality assurance reviews of program performance and deliverables. Oversees and actively informs thought leadership to engagement teams in developing creative solutions. Possesses a deep understanding of how digital and emerging technologies impact mission and program goals. Plans, manages and coordinates projects to control overall project scope, budgets, and schedules for multi-project engagements. Program Manager maintains contractor interface with the senior levels of the customer's organization, consults with customer and contractor



	personnel to formulate and review task plans and deliverables, and provides conformance with program and project task schedules and costs and contractual obligations. Functional Responsibility: The Executive Program Manager II leads multiple projects or program segments of moderate complexity, exercising independent judgment in planning, risk management, and performance oversight. Engages directly with clients while contributing to solution development and mentoring less experienced staff. Experience includes managing cross-functional teams, overseeing multiple task orders or deliverables, mitigating program risks, and interacting with mid-level to senior client stakeholders.
IT Project Manager II	General Experience: Responsible for the management and execution of IT implementation and consulting projects including the timely presentation of quality deliverables. Meets with clients and supports project requirements, gains understanding of the client's environment and assures that recommendations can be implemented. Supports senior program managers in defining client agenda and/or strategy. May manage project teams by developing work plans and managing project execution timelines. Supports development of overall administrative, financial and time commitments for multiple projects and sets overall goals for each. Supports client partner in defining client agenda and/or corporate strategy. Functional Responsibility: IT Project Manager II manages IT implementation and consulting projects of moderate complexity, ensuring timely delivery of quality deliverables and adherence to project scope, schedule, and budget. Works directly with clients to understand their environments and supports senior program managers in defining project requirements and execution plans. Experience includes managing small to mid-sized project teams, developing work plans and schedules, coordinating resources across multiple projects, and supporting administrative, financial, and reporting activities.
IT Project Manager III	General Experience: Responsible for the management and execution of IT implementation and consulting projects including the timely presentation of quality deliverables. Meets with clients and supports project requirements, gains understanding of the client's environment and assures that recommendations can be implemented. Supports senior program managers in defining client agenda and/or strategy. May manage project teams by



	developing work plans and managing project execution timelines. Supports development of overall administrative, financial and time commitments for multiple projects and sets overall goals for each. Supports client partner in defining client agenda and/or corporate strategy. Functional Responsibility: IT Project Manager III leads complex or high-visibility IT implementation and consulting projects with increased responsibility for client outcomes and delivery performance. Plays a key role in shaping project strategy, advising clients on implementable recommendations, and supporting senior leadership in defining broader client agendas. Experience includes managing multiple concurrent projects, overseeing larger cross-functional teams, controlling budgets and timelines with minimal oversight, and serving as a primary day-to-day client point of contact for project execution.
Executive Technology Expert I	General Experience: Has deep experience in relevant subject matter, or broad functional expertise in fulfilling customer requirements and mission or business needs. Delivers in-depth subject or functional expertise to interpret requirements, facilitate production and progress, and achieve performance objectives in business, operational, engineering, mathematics or other scientific areas. Participates in all phases of the project lifecycle, as needed, and advises clients and internal stakeholders. Offers industry and government benchmarks and best practices, perspectives, and lessons learned. Designs and implements new organizational structures, conceptual designs, and assists organization to translate vision and strategy into engineering and technical, human capital, business processes, and program risk solutions. Areas of expertise may include, but are not limited to, data science, Generative Artificial Intelligence, workflow automation, DevSecOps, cybersecurity, critical infrastructure, regulatory technology, and Post Quantum Cryptography. Functional Responsibility: Executive Technology Expert I provides in-depth subject matter or functional expertise to support defined technical areas and customer requirements across project phases. Advises project teams and clients on implementable solutions, applying established best practices, benchmarks, and lessons learned. Experience includes contributing specialized expertise in one or more technical domains, supporting solution design and analysis, participating



	in project lifecycle activities, and assisting in translating requirements into technical or operational outputs.
Technical Architect I	General Experience: Serves as a blueprint designer for complex mission, program or business systems. Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies, involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Technical Architects possess experience creating high-level structures for IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which technology stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or propose options where digital technologies fail to integrate based on requirements. Functional Responsibility: Technical Architect I designs high-level technical architectures for defined systems or program components, supporting integration of software, hardware, networks, and data solutions. Works with stakeholders and delivery teams to translate business and mission requirements into implementable technical designs using established standards and practices. Experience includes developing system diagrams and architecture artifacts, recommending technology stacks, supporting integration planning, and applying best practices, security controls, and performance guidelines under senior architectural guidance.
Technical Architect II	General Experience: Serves as a blueprint designer for complex mission, program or business systems. Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies, involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Technical Architects possess experience creating high-level structures for IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which technology



	stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or propose options where digital technologies fail to integrate based on requirements. Functional Responsibility: Technical Architect II leads architecture design for complex systems involving multiple technologies, vendors, or stakeholder communities. Exercises independent judgment in selecting platforms, defining standards, and resolving integration challenges to ensure alignment with business, mission, and security requirements. Experience includes architecting end-to-end solutions, evaluating and selecting technology stacks, defining enterprise or program-level standards, advising senior stakeholders, and guiding development teams through complex implementations.
Technical Architect III	General Experience: Serves as a blueprint designer for complex mission, program or business systems. Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies, involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Technical Architects possess experience creating high-level structures for IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which technology stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or propose options where digital technologies fail to integrate based on requirements. Functional Responsibility: Technical Architect III serves as a senior architectural authority for mission-critical or enterprise-scale systems with significant technical, operational, and security risk. Shapes long-term architecture strategy, drives innovation, and resolves complex integration challenges across organizations and technology ecosystems. Experience includes



	enterprise architecture leadership, multi-vendor and multi-platform integration, development of architectural frameworks and governance models, executive-level advisory support, and delivery of scalable, resilient, and secure system architectures.
Digital Analyst II	General Experience: A Digital Analyst possesses strong expertise in advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. Possesses deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and advanced technology. The Digital Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on modern platforms such as cloud services, APIs, and intelligent automation; analyzes and optimize business processes, identifying opportunities to leverage technologies (e.g., AI/ML, cloud-native apps, and data-driven platforms); develops comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile, and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Digital Analyst II analyzes and supports the design and optimization of digital solutions for defined business processes or systems using modern digital platforms. Works closely with stakeholders to translate business requirements into system specifications and supports integration, testing, and deployment activities. Experience includes process analysis and documentation, development of workflows and data diagrams, support for cloud-based or API-driven solutions, and assisting with quality assurance and end-user adoption efforts.
Digital Analyst III	General Experience: A Digital Analyst possesses strong expertise in advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. Possesses deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and advanced technology. The



	Digital Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on modern platforms such as cloud services, APIs, and intelligent automation; analyzes and optimize business processes, identifying opportunities to leverage technologies (e.g., AI/ML, cloud-native apps, and data-driven platforms); develops comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile, and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Digital Analyst III leads analysis and design of complex digital solutions spanning multiple systems, platforms, or business units. Exercises independent judgment in optimizing processes, evaluating technologies, and ensuring alignment with enterprise architecture and digital strategy. Experience includes end-to-end requirements leadership, advanced process optimization using AI/ML or intelligent automation, development of comprehensive system and integration models, and serving as a primary liaison between business, development, and IT operations teams.
Digital Analyst IV	General Experience: A Digital Analyst possesses strong expertise in advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. Possesses deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and advanced technology. The Digital Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on modern platforms such as cloud services, APIs, and intelligent automation; analyzes and optimize business processes, identifying opportunities to leverage technologies (e.g., AI/ML, cloud-native apps, and data-driven platforms); develops comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile,



	and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Digital Analyst IV serves as a senior digital analysis authority for enterprise-scale or mission-critical digital initiatives. Shapes digital strategy, drives adoption of emerging technologies, and ensures scalable, secure, and future-ready implementations across the organization. Experience includes enterprise-wide digital transformation initiatives, evaluation and selection of emerging platforms, executive-level advisory support, leadership of change management efforts, and delivery of measurable business and mission outcomes through advanced digital solutions.
Data Science Consulting I	General Experience: Engages on urgent, highly complex, and/or high-impact opportunities for government leaders, with an ability to deliver rapidly, efficiently and effectively. Leads complex engagement workstream independently (e.g., working on varied data in a multi-disciplinary environment with specialists in machine learning, engineering and design) as part of the engagement team. Works effectively with cross-functional and complex teams and engages with senior-level stakeholders, both internal and external, to design the best solution and move people and organizations to implement solutions. Builds analytical models that are part of an end-to-end digital platform, including creating solutions from the initial minimum viable product (MVP) stage to a robust and mature product. Identifies key hypotheses, metrics, and insights, and defines and drives the analytical scope and method for projects, including formulating and shaping the models. Derives key insights and communicates complex analytics concepts in a clear and concise manner to clients. Functional Responsibility: Data Science Consulting I contributes analytical expertise to data science engagements, supporting the development of models and insights that address defined business or mission problems. Works within multidisciplinary teams to analyze data, test hypotheses, and support delivery of MVPs and early-stage analytical solutions. Experience includes data exploration and preparation, supporting model



	development, assisting with metrics definition, contributing to analytics deliverables, and communicating findings to technical and project leadership.
Data Science Consulting II	General Experience: Engages on urgent, highly complex, and/or high-impact opportunities for government leaders, with an ability to deliver rapidly, efficiently and effectively. Leads complex engagement workstream independently (e.g., working on varied data in a multi-disciplinary environment with specialists in machine learning, engineering and design) as part of the engagement team. Works effectively with cross-functional and complex teams and engages with senior-level stakeholders, both internal and external, to design the best solution and move people and organizations to implement solutions. Builds analytical models that are part of an end-to-end digital platform, including creating solutions from the initial minimum viable product (MVP) stage to a robust and mature product. Identifies key hypotheses, metrics, and insights, and defines and drives the analytical scope and method for projects, including formulating and shaping the models. Derives key insights and communicates complex analytics concepts in a clear and concise manner to clients. Functional Responsibility: Data Science Consulting II leads complex analytical workstreams with increased autonomy, shaping analytical approaches and delivering insights in high-impact or time-sensitive environments. Engages directly with stakeholders to define hypotheses, metrics, and modeling methods while supporting development of end-to-end analytical solutions. Experience includes independent model design and development, leadership of analytical components within multidisciplinary teams, delivery of MVPs through production-ready solutions, and translating complex analytics into actionable insights for senior stakeholders.
Data Science Consulting III	General Experience: Engages on urgent, highly complex, and/or high-impact opportunities for government leaders, with an ability to deliver rapidly, efficiently and effectively. Leads complex engagement workstream independently (e.g., working on varied data in a multi-disciplinary environment with specialists in machine learning, engineering and design) as part of the engagement team. Works effectively with cross-functional and complex teams and engages with senior-level stakeholders, both internal and external, to design the best solution and move people and organizations to implement solutions. Builds



	analytical models that are part of an end-to-end digital platform, including creating solutions from the initial minimum viable product (MVP) stage to a robust and mature product. Identifies key hypotheses, metrics, and insights, and defines and drives the analytical scope and method for projects, including formulating and shaping the models. Derives key insights and communicates complex analytics concepts in a clear and concise manner to clients. Functional Responsibility: Data Science Consulting III serves as a senior data science advisor on urgent, highly complex, or mission-critical engagements for government leadership. Drives analytical strategy, oversees advanced modeling efforts, and ensures insights directly inform decision-making and organizational action. Experience includes leading large-scale or high-risk data science initiatives, architecting enterprise-level analytical platforms, guiding cross-functional teams, engaging executive stakeholders, and delivering measurable outcomes through sophisticated modeling and analytics solutions.
Technical Writer I	General Experience: Writes, in clear and concise language, such technical documents as procedure manuals, service manuals, and related technical publications concerned with installation, operation, and maintenance of electronic, electrical, mechanical, and other equipment. Includes writing such technical documentation as operational specifications, bulletins, articles, and marketing publications. Acquires or verifies knowledge of subject by interviewing workers engaged in developing new products and services or in making improvements, observing performance of experiments and methods of production, referring to blueprints, sketches, engineering drawings and notes, trade and engineering journals, rewrites of articles, bulletins, manuals, or similar publications. Functional Responsibility: Technical Writer I produces clear, concise technical documentation under established guidance, supporting defined products, systems, or processes. Gathers and verifies technical information through interviews, document reviews, and observation, and translates it into accurate and user-friendly materials. Experience includes drafting procedure manuals, specifications, and basic technical publications; incorporating edits and rewrites; and working from existing source materials such as drawings, notes, and prior documentation.



Technical Writer II	General Experience: Writes, in clear and concise language, such technical documents as procedure manuals, service manuals, and related technical publications concerned with installation, operation, and maintenance of electronic, electrical, mechanical, and other equipment. Includes writing such technical documentation as operational specifications, bulletins, articles, and marketing publications. Acquires or verifies knowledge of subject by interviewing workers engaged in developing new products and services or in making improvements, observing performance of experiments and methods of production, referring to blueprints, sketches, engineering drawings and notes, trade and engineering journals, rewrites of articles, bulletins, manuals, or similar publications. Functional Responsibility: Technical Writer II leads development of complex technical documentation with greater independence and responsibility for quality, consistency, and usability. Works directly with engineers, product teams, and stakeholders to interpret technical concepts and ensure documentation supports operational, maintenance, and implementation needs. Experience includes authoring and managing comprehensive documentation sets, synthesizing information from multiple technical sources, improving documentation standards and structure, and contributing to high-visibility or mission-critical publications.
Graphic Artist II	General/Functional Experience: Performs a wide variety of graphics/illustration activities to produce brochures, briefings, displays, and other materials; is involved in all aspects of graphics/illustration projects from conceptualization and development to final presentation; may act as a technical consultant on matters of design, composition and methods of presenting technical data; uses a broad range of graphics production software and equipment; exercises creative judgment and originality by translating needs into graphics capabilities; may participate in website design.
Digital Technology Coach I	General Experience: Digital Technology Coach possesses extensive private sector experience to solve problems associated with collective leadership, team behavior, and/or maximizing organizational designs to enable digital technology adoption. The Digital Technology Coach works directly with clients to clarify leadership needs, goals, objectives, and strategies. The Digital Technology Coach has experience helping organizations and individuals overcome practical issues that undermine



	performance, efficiencies, and effectiveness. Brings strong facilitation skills to lead engaging group sessions, workshops, and peer learning activities, combining personalized coaching with group facilitation to support individuals in achieving IT goals, developing skills, and overcoming barriers. Proven track record providing one-to-one coaching, helping identify goals, and navigating personal or practical barriers to success; designing and facilitating group sessions, using coaching and facilitation techniques; and tracking progress, providing feedback, and adapting coaching/facilitation approaches to meet a range of learning styles and individual needs. Functional Responsibility: Digital Technology Coach I provides coaching and facilitation support to individuals and teams to enable adoption of digital technologies and improve performance and collaboration. Works with clients to clarify goals, address practical barriers, and build skills through structured coaching and facilitated sessions. Experience includes delivering one-to-one coaching, supporting group workshops, applying established coaching techniques, tracking participant progress, and adapting approaches to different learning styles under senior guidance.
Digital Technology Coach II	General Experience: Digital Technology Coach possesses extensive private sector experience to solve problems associated with collective leadership, team behavior, and/or maximizing organizational designs to enable digital technology adoption. The Digital Technology Coach works directly with clients to clarify leadership needs, goals, objectives, and strategies. The Digital Technology Coach has experience helping organizations and individuals overcome practical issues that undermine performance, efficiencies, and effectiveness. Brings strong facilitation skills to lead engaging group sessions, workshops, and peer learning activities, combining personalized coaching with group facilitation to support individuals in achieving IT goals, developing skills, and overcoming barriers. Proven track record providing one-to-one coaching, helping identify goals, and navigating personal or practical barriers to success; designing and facilitating group sessions, using coaching and facilitation techniques; and tracking progress, providing feedback, and adapting coaching/facilitation approaches to meet a range of learning styles and individual needs.



	Functional Responsibility: Digital Technology Coach II leads coaching and facilitation engagements with increased independence, supporting leadership development, team effectiveness, and organizational readiness for digital transformation. Partners directly with client leadership to define objectives, design coaching approaches, and drive measurable behavior and performance improvements. Experience includes designing and facilitating complex workshops, coaching leaders and cross-functional teams, addressing organizational and cultural barriers to technology adoption, and adjusting coaching strategies based on feedback and outcomes.
Digital Technology Coach III	General Experience: Digital Technology Coach possesses extensive private sector experience to solve problems associated with collective leadership, team behavior, and/or maximizing organizational designs to enable digital technology adoption. The Digital Technology Coach works directly with clients to clarify leadership needs, goals, objectives, and strategies. The Digital Technology Coach has experience helping organizations and individuals overcome practical issues that undermine performance, efficiencies, and effectiveness. Brings strong facilitation skills to lead engaging group sessions, workshops, and peer learning activities, combining personalized coaching with group facilitation to support individuals in achieving IT goals, developing skills, and overcoming barriers. Proven track record providing one-to-one coaching, helping identify goals, and navigating personal or practical barriers to success; designing and facilitating group sessions, using coaching and facilitation techniques; and tracking progress, providing feedback, and adapting coaching/facilitation approaches to meet a range of learning styles and individual needs. Functional Responsibility: Digital Technology Coach III serves as a senior advisor and coach for enterprise-level or high-impact digital transformation initiatives. Shapes leadership strategies, organizational design, and change approaches to maximize technology adoption and sustained performance. Experience includes executive-level coaching, large-scale facilitation and peer learning programs, development of coaching frameworks, oversight of multiple coaching engagements, and delivery of lasting organizational change aligned with mission and technology goals.



CLOUD LABOR CATEGORY

Labor Category	Description
Cloud IT Project Manager II	General Experience: Responsible for the management and execution of cloud IT implementation and consulting projects including the timely presentation of quality deliverables. Meets with clients and supports development of project requirements, gains understanding of the client's environment and assures that recommendations can be implemented. Supports senior program managers in defining client agenda and/or strategy. May manage project teams by developing work plans and managing project execution timelines. Supports development of overall administrative, financial and time commitments for projects and sets overall goals for each. Supports client partner in defining client agenda and/or corporate strategy. Serves as, and/or supports Project Manager on projects in an area of relevant cloud consulting such as cloud strategy development, business process analysis, DevSecOps pipeline establishment, cybersecurity and data analysis, systems analysis and engineering, AI/ML and data flows, organizational modeling, resources and facilities management, or a related field. Functional Responsibility: Cloud IT Project Manager II manages cloud IT implementation and consulting projects of moderate complexity, ensuring timely delivery of quality deliverables within defined scope, schedule, and budget. Works directly with clients to develop project requirements, understand cloud environments, and ensure recommendations are practical and implementable. Experience includes managing small to mid-sized project teams, developing work plans and timelines, supporting administrative and financial tracking, and contributing to cloud-focused initiatives such as DevSecOps pipelines, cybersecurity, systems analysis, or cloud strategy development.
Cloud IT Project Manager III	General Experience: Responsible for the management and execution of cloud IT implementation and consulting projects including the timely presentation of quality deliverables. Meets with clients and supports development of project requirements, gains understanding of the client's environment and assures that recommendations can be implemented. Supports senior program managers in defining client agenda and/or strategy. May manage project teams by developing work plans and managing project execution timelines. Supports development of



	overall administrative, financial and time commitments for projects and sets overall goals for each. Supports client partner in defining client agenda and/or corporate strategy. Serves as, and/or supports Project Manager on projects in an area of relevant cloud consulting such as cloud strategy development, business process analysis, DevSecOps pipeline establishment, cybersecurity and data analysis, systems analysis and engineering, AI/ML and data flows, organizational modeling, resources and facilities management, or a related field. Functional Responsibility: Cloud IT Project Manager III leads complex or high-visibility cloud IT implementation and consulting projects with increased responsibility for client outcomes and delivery performance. Plays a key role in shaping project strategy, advising clients on cloud-enabled solutions, and supporting senior program leadership in defining broader client agendas. Experience includes managing multiple concurrent cloud projects, overseeing larger cross-functional teams, controlling budgets and schedules with minimal oversight, and serving as a primary day-to-day client point of contact across advanced cloud domains such as AI/ML data flows, cybersecurity, enterprise systems engineering, and organizational transformation.
Cloud Expert III	General Experience: Has deep experience in relevant subject matter or broad functional expertise in fulfilling customer requirements and mission or business needs. Delivers functional or in-depth subject or functional expertise to interpret requirements, facilitate production and progress, and achieve performance objectives in business, operational, engineering, mathematics or other scientific areas. Participates in all phases of the project lifecycle, as needed, and advises clients and internal stakeholders. Offers industry and government benchmarks and best practices, perspectives, and lessons learned. Designs and implements new organizational structures, conceptual designs, and assists organization to translate vision and strategy into engineering and technical, human capital, business processes, and program risk solutions. Areas of cloud-related expertise may include, but are not limited to, data science, Generative Artificial Intelligence, workflow automation, DevSecOps, cybersecurity, critical infrastructure, regulatory technology, and Post Quantum Cryptography and migration.



	Functional Responsibility: Cloud Expert III provides advanced cloud subject matter expertise to support complex mission, business, or technical requirements across project phases. Advises project teams and clients on implementable cloud solutions, applying industry and government best practices to achieve performance objectives. Experience includes contributing specialized expertise in one or more cloud domains, supporting solution design and analysis, participating in lifecycle activities, and translating requirements into technical, operational, or process-oriented outputs.
Cloud Technical Architect I	General Experience: Serves as a blueprint designer for complex mission, program or business systems. The Cloud Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies, involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Cloud Technical Architects possess experience creating high-level structures for cloud-based IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which tech stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or proposes options where digital technologies fail to integrate based on requirements. Functional Responsibility: Cloud Technical Architect I designs cloud-based architectures for defined systems or program components, supporting integration of software, infrastructure, networks, and data solutions. Works with stakeholders and delivery teams to translate business and mission requirements into implementable cloud designs using established standards and practices. Experience includes developing architecture diagrams and technical artifacts, recommending cloud technology stacks, supporting integration planning, and applying security, performance, and coding standards under senior architectural guidance.
Cloud Technical Architect II	General Experience: Serves as a blueprint designer for complex mission, program or business systems. The Cloud Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies,



	involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Cloud Technical Architects possess experience creating high-level structures for cloud-based IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which tech stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or proposes options where digital technologies fail to integrate based on requirements. Functional Responsibility: Cloud Technical Architect II leads architecture design for complex cloud systems involving multiple platforms, vendors, or stakeholder communities. Exercises independent judgment in selecting cloud services, defining standards, and resolving integration challenges to ensure alignment with business, mission, and security requirements. Experience includes architecting end-to-end cloud solutions, evaluating and selecting technology stacks, defining program- or enterprise-level standards, advising senior stakeholders, and guiding development teams through complex cloud implementations.
Cloud Technical Architect III	General Experience: Serves as a blueprint designer for complex mission, program or business systems. The Cloud Technical Architects plan and design systems to deliver solutions, especially those reliant on advanced digital technologies, involving multiple vendors or technology providers, and draw on complex standards, protocol, and practices across stakeholder communities. Cloud Technical Architects possess experience creating high-level structures for cloud-based IT systems, including software, hardware, networks, and data management, ensuring systems and programs works together smoothly; decide which tech stack (tools, platforms, frameworks) best suits the business needs; define and propose best practices, coding standards, security protocols, or performance guidelines; act as a bridge between business goals and tech implementation, working with stakeholders, developers, and management; and/or proposes options where digital technologies fail to integrate based on requirements.



	Functional Responsibility: Cloud Technical Architect III serves as a senior architectural authority for mission-critical or enterprise-scale cloud systems with significant technical, operational, and security risk. Shapes long-term cloud architecture strategy, drives innovation, and resolves complex integration challenges across organizations and cloud ecosystems. Experience includes enterprise cloud architecture leadership, multi-vendor and multi-cloud integration, development of architectural frameworks and governance models, executive-level advisory support, and delivery of scalable, resilient, and secure cloud solutions.
Cloud Solutions Analyst II	General Experience: A Cloud Solutions Analyst possesses strong expertise in cloud and advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. This position blends deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and cutting-edge technology. The Cloud Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on cloud and related platforms such as APIs and intelligent automation; principal functions also include identifying opportunities to leverage technologies like AI/ML, cloud-native apps, and data-driven platforms; developing comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile, and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Cloud Solutions Analyst II analyzes and supports the design and optimization of cloud-based digital solutions for defined business processes or systems. Works with stakeholders to translate business requirements into cloud system specifications and supports integration, testing, and deployment activities. Experience includes process analysis and documentation, development of workflows and data diagrams, support for cloud-native applications or API-driven solutions, and assisting with quality assurance and end-user adoption.



Cloud Solutions Analyst III	General Experience: A Cloud Solutions Analyst possesses strong expertise in cloud and advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. This position blends deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and cutting-edge technology. The Cloud Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on cloud and related platforms such as APIs and intelligent automation; principal functions also include identifying opportunities to leverage technologies like AI/ML, cloud-native apps, and data-driven platforms; developing comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile, and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Cloud Solutions Analyst III leads analysis and design of complex cloud solutions spanning multiple systems, platforms, or business units. Exercises independent judgment in optimizing processes, evaluating cloud technologies, and ensuring alignment with enterprise architecture and digital strategy. Experience includes end-to-end requirements leadership, advanced process optimization using AI/ML or intelligent automation, development of comprehensive cloud system and integration models, and serving as a primary liaison between business, development, and IT operations teams.
Cloud Solutions Analyst IV	General Experience: A Cloud Solutions Analyst possesses strong expertise in cloud and advanced digital technologies to drive the analysis, design, and optimization of digital solutions across the enterprise. This position blends deep analytical skills with a strong understanding of modern digital platforms, enabling alignment between business objectives and cutting-edge technology. The Cloud Analyst collaborates with stakeholders to gather and translate business requirements into digital system specifications, focusing on cloud and related platforms such as APIs and intelligent automation; principal functions also include identifying opportunities to leverage technologies like AI/ML,



	cloud-native apps, and data-driven platforms; developing comprehensive system models, workflows, and data diagrams that reflect the integration of digital tools and enterprise systems; acts as a liaison between business units, development teams, and IT operations to ensure accurate, agile, and scalable system implementations; contributes to the evaluation and selection of emerging technologies, ensuring alignment with enterprise architecture and digital strategy; and/or supports testing, quality assurance, and deployment of digital systems, while assisting in change management and end-user adoption. Functional Responsibility: Cloud Solutions Analyst IV serves as a senior cloud analysis authority for enterprise-scale or mission-critical digital initiatives. Shapes cloud solution strategy, drives adoption of emerging technologies, and ensures scalable, secure, and future-ready implementations across the organization. Experience includes enterprise-wide cloud transformation initiatives, evaluation and selection of emerging platforms, executive-level advisory support, leadership of change management efforts, and delivery of measurable business and mission outcomes through advanced cloud solutions.
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