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State Term Contract
No. 80101507-21-STC-ITSA
For
Information Technology Staff Augmentation

This Contract is between the State of Florida, Department of Management Services (Department), an agency of the State of Florida, and VIDHWAN, INC. (Contractor), collectively referred to herein as the "Parties".

Accordingly, the Parties agree as follows:

I. Initial Contract Term.

The Initial Contract Term shall be for two years. The Initial Contract Term shall begin on October 1, 2021, or on the last date the Contract is signed by all Parties, whichever is later. The Contract shall expire on October 1, 2023, unless terminated earlier in accordance with the Special Contract Conditions or Additional Special Contract Conditions.

II. Renewal Contract Term.

Upon mutual written agreement, the Parties may renew this Contract, in whole or in part, for a Renewal Term not to exceed the Initial Contract Term, pursuant to the incorporated Special Contract Conditions.

III. Contract

As used in this document, "Contract" (whether or not capitalized) shall, unless the context requires otherwise, include this document and all incorporated Exhibits, which set forth the entire understanding of the Parties and supersedes all prior agreements. All modifications to this Contract must be in writing and signed by all Parties.

All Contract Exhibits listed below are incorporated in their entirety into, and form part of, this Contract. The Contract document and Exhibits shall have priority in the following order:

a) This Contract document
a) Contract Exhibit A, Scope of Work
b) Contract Exhibit B, Additional Special Contract Conditions
c) Contract Exhibit C, Special Contract Conditions
d) Contract Exhibit D, Contractor's submitted Executive Summary and Staff Resource Management Plan
e) Contract Exhibit E, Awarded Job Title Pricing from Contractor's submitted Price Sheet
f) Contract Exhibit F, Resume Self-Certification Form

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g) Contract Exhibit G, Contractor Selection Justification Form
h) Contract Exhibit H, Contractor Performance Survey
i) Contract Exhibit I, Preferred Pricing Affidavit
j) Contract Exhibit J, Job Family Descriptions

IV. Contract Management.

Department's Contract Manager:
Frank Miller
Division of State Purchasing
Florida Department of Management Services
4050 Esplanade Way, Suite 360
Tallahassee, FL 32399-0950
Telephone: (850) 488-8855
Email: frank.miller@dms.fl.gov

Contractor's Contract Manager:

Tammy Thurmon

VIDHWAN, INC.

2N. Market street, #400

San Jose, CA 95113

Telephone: 408-289-8200

Email: tthurmon@e-solutionsinc.com

This Contract is executed by the undersigned officials as duly authorized. This Contract is not valid and binding on all Parties until signed and dated by both Parties.

VIDHWAN, INC.	**STATE OF FLORIDA, DEPARTMENT OF MANAGEMENT SERVICES**
DocuSigned by: Randy Singh FB2474F6F5A440C...	DocuSigned by: Roz Ingram 9A2F00BCB502406E...
Randy Singh	**Rosalyn Ingram, Director of the Division of State Purchasing**
10/13/2021 | 1:26 PM EDT	10/15/2021 | 1:48 PM EDT
Date:	**Date:**

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State Term Contract
No. 80101507-21-STC-ITSA
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Contract Exhibit E, Awarded Job Title Pricing from Contractor's submitted Price Sheet

VIDHWAN, INC.

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Applications Development	1200	Director Systems and Programming	1. Team Leader	$130.00
			2. Manager	$140.00
			3. Sr. Manager	$170.00
	1210	Mgmt. Applications Development	1. Team Leader	$110.00
			2. Manager	$135.00
			3. Sr. Manager	$140.00
	1220	Applications Architect	A. Entry	$95.00
			B. Intermediate	$105.00
			C. Advanced	$115.00
	1230	Enterprise Application Integration (EA) Engineer	No Variance	$120.00
	1240	Systems Analyst	A. Entry	$60.00
			B. Intermediate	$95.00
			C. Advanced	$100.00
	1250	Applications Development Analyst	A. Entry	$70.00
			B. Intermediate	$85.00
			C. Advanced	$100.00
Data Strategy and Management	1400	Database Manager	1. Team Leader	$125.00
			2. Manager	$140.00
			3. Sr. Manager	$150.00
	1410	Data Architect	A. Entry	$85.00
			B. Intermediate	$115.00
			C. Advanced	$145.00
	1420	Data Modeler	A. Entry	$70.00
			B. Intermediate	$90.00
			C. Advanced	$110.00
	1430	Database Analyst	A. Entry	$80.00
			B. Intermediate	$100.00
			C. Advanced	$110.00
	1440	Database Administrator	A. Entry	$75.00
			B. Intermediate	$110.00
			C. Advanced	$120.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Quality Assurance	1600	Mgmt. Quality Assurance	1. Team Leader	$95.00
			2. Manager	$120.00
			3. Sr. Manager	$140.00
	1610	Quality Engineering Consultant	No Variance	$95.00
	1620	Quality Assurance Analyst	A. Entry	$60.00
			B. Intermediate	$70.00
			C. Advanced	$90.00
Technology Research	1801	Manager, Technology Research	No Variance	$140.00
	1810	Technology Research Analyst	A. Entry	$80.00
			B. Intermediate	$100.00
			C. Advanced	$115.00
Client Technologies	2000	Manager, Client Technologies	1. Team Leader	$82.00
			2. Manager	$110.00
			3. Sr. Manager	$155.00
	2010	Client Technologies Analyst	A. Entry	$50.00
			B. Intermediate	$70.00
			C. Advanced	$85.00
	2020	Client Technologies Technician	A. Entry	$50.00
			B. Intermediate	$55.00
			C. Advanced	$85.00
Customer Support	2200	Mgmt. Customer Support	1. Team Leader	$70.00
			2. Manager	$100.00
			3. Sr. Manager	$135.00
	2210	Customer Support Analyst	A. Entry	$35.00
			B. Intermediate	$45.00
			C. Advanced	$75.00
	2220	Customer Support Technician	A. Entry	$45.00
			B. Intermediate	$48.00
			C. Advanced	$63.00
Network Management	2400	Director, Network Operations	1. Team Leader	$145.00
			2. Manager	$160.00
			3. Sr. Manager	$250.00
	2410	Manager, Network Operations	1. Team Leader	$80.00
			2. Manager	$120.00
			3. Sr. Manager	$160.00
	2420	Network Architect	A. Entry	$90.00
			B. Intermediate	$110.00
			C. Advanced	$120.00
	2430	Network Engineer	A. Entry	$100.00
			B. Intermediate	$105.00
			C. Advanced	$115.00
	2440	Network Analyst	A. Entry	$74.00
			B. Intermediate	$88.00
			C. Advanced	$115.00
	2450	Network Administrator	A. Entry	$60.00
			B. Intermediate	$70.00
			C. Advanced	$90.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	2460	Network Technician	A. Entry	$50.00
			B. Intermediate	$62.00
			C. Advanced	$65.00
Internet Planning, Eng. & Operations	2600	Mgmt. Internet Operations	1. Team Leader	$140.00
			2. Manager	$160.00
			3. Sr. Manager	$185.00
	2610	Internet/Web Architect	A. Entry	$60.00
			B. Intermediate	$90.00
			C. Advanced	$120.00
	2620	Internet/Web Engineer	A. Entry	$60.00
			B. Intermediate	$90.00
			C. Advanced	$110.00
	2630	Web Applications Programmer	A. Entry	$60.00
			B. Intermediate	$90.00
			C. Advanced	$110.00
	2640	Web Designer	A. Entry	$50.00
			B. Intermediate	$62.00
			C. Advanced	$104.00
	2650	Webmaster	A. Entry	$56.00
			B. Intermediate	$70.00
			C. Advanced	$95.00
	2660	Internet/Web Systems Administrator	A. Entry	$55.00
			B. Intermediate	$80.00
			C. Advanced	$95.00
	2670	Web Customer Support Specialist	A. Entry	$52.00
			B. Intermediate	$60.00
			C. Advanced	$76.00
Operations	2800	Director, Data Center Operations	No Variance	$170.00
	2810	Manager, Computer Operations	1. Team Leader	$80.00
			2. Manager	$105.00
			3. Sr. Manager	$160.00
	2820	Supervisor, Computer Operations	1. Team Leader	$80.00
			2. Manager	$90.00
	2830	Computer Operator	A. Entry	$40.00
			B. Intermediate	$44.00
			C. Advanced	$52.00
	2840	Manager, Capacity Planning	No Variance	$125.00
	2850	Manager, Production Support	1. Team Leader	$103.00
			2. Manager	$125.00
	2860	Production Support Analyst	A. Entry	$55.00
			B. Intermediate	$65.00
			C. Advanced	$85.00
Telecommunications	3000	Manager, Telecommunication Operations	1. Team Leader	$100.00
			2. Manager	$135.00
			3. Sr. Manager	$160.00
	3010	Telecommunication Engineer	A. Entry	$50.00
			B. Intermediate	$80.00
			C. Advanced	$100.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	3020	Telecommunication Technician	A. Entry	$55.00
			B. Intermediate	$65.00
			C. Advanced	$80.00
Electronic Commerce	3200	Director, Electronic Commerce	No Variance	$180.00
	3210	Manager, Electronic Commerce	No Variance	$120.00
	3220	Electronic Commerce Analyst	A. Entry	$55.00
			B. Intermediate	$80.00
			C. Advanced	$110.00
	3230	EDI Specialist	A. Entry	$70.00
			B. Intermediate	$80.00
			C. Advanced	$85.00
Business Intelligence Systems Management	3400	Director, Data Warehouse	1. Team Leader	$145.00
			2. Manager	$170.00
			3. Sr. Manager	$210.00
	3410	Manager, Data Warehouse	No Variance	$160.00
	3420	Business Intelligence Analyst	No Variance	$130.00
	3430	Data Warehouse Analyst	A. Entry	$75.00
			B. Intermediate	$90.00
			C. Advanced	$110.00
	3440	Data Warehouse Administrator	No Variance	$110.00
	3600	Manager, Decision Support	No Variance	$130.00
	3610	Decision Support Specialist	A. Entry	$60.00
			B. Intermediate	$72.00
			C. Advanced	$85.00
	3620	Decision Support Administrator	A. Entry	$75.00
			B. Intermediate	$90.00
			C. Advanced	$120.00
	3800	Manager, CRM Technology	No Variance	$180.00
	4000	Knowledge Engineer	No Variance	$150.00
Enterprise Resource Planning (ERP)	4200	ERP Team Lead	No Variance	$145.00
	4210	ERP Team Member	No Variance	$120.00
	4220	ERP Configurer	No Variance	$70.00
	4230	ERP Programmer/Analyst	A. Entry	$65.00
			B. Intermediate	$80.00
			C. Advanced	$100.00
	4240	ERP Systems Support Specialist	No Variance	$80.00
	4250	ERP Systems Administrator	No Variance	$100.00
	4600	Basis/Ale Technical Consultant	No Variance	$135.00
Sourcing and Vendor Relationship Management	4800	Chief Sourcing Officer	No Variance	$190.00
	4810	Manager IT Procurement	No Variance	$135.00
	4820	IT Procurement Specialist	No Variance	$70.00
	5000	Manager, Vendor Relationships	1. Team Leader	$80.00
			2. Manager	$120.00
			3. Sr. Manager	$160.00
	5010	Manager, Outsourcing Contracts	No Variance	$130.00
	5020	Contracts Manager	No Variance	$95.00
	5040	Finance/Administration Specialist	A. Entry	$70.00
			B. Intermediate	$90.00
			C. Advanced	$116.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	5200	Technical Advisor	No Variance	$133.00
Business Management / Administration	5400	Asset Manager	No Variance	$110.00
	5410	Asset Management Administrator	A. Entry	$55.00
			B. Intermediate	$58.00
			C. Advanced	$70.00
	5500	Director, HR/IT	No Variance	$170.00
	5600	Manager, HR/IT Staffing	No Variance	$100.00
	5610	Technical Recruiter	A. Entry	$50.00
			B. Intermediate	$75.00
			C. Advanced	$110.00
	5620	HR/IT Generalist	A. Entry	$55.00
			B. Intermediate	$70.00
			C. Advanced	$98.00
	5800	Documentation Specialist/Technical Writer	A. Entry	$50.00
			B. Intermediate	$60.00
			C. Advanced	$80.00
	6000	Manager, IT Finance	No Variance	$135.00
	6100	Director, IT Risk and Compliance	No Variance	$210.00
	6200	Manager, IT Audit	No Variance	$145.00
	6210	IT Auditor	No Variance	$100.00
	6400	Business Management Specialist	No Variance	$106.00
Training	6600	Manager, Technical Training	1. Team Leader	$80.00
			2. Manager	$100.00
			3. Sr. Manager	$135.00
	6610	Technical Trainer	A. Entry	$50.00
			B. Intermediate	$56.00
			C. Advanced	$70.00
Security Management	6800	Security Manager	1. Team Leader	$90.00
			2. Manager	$120.00
			3. Sr. Manager	$145.00
	6810	Security Analyst	A. Entry	$60.00
			B. Intermediate	$80.00
			C. Advanced	$100.00
	6820	Data Security Specialist	No Variance	$95.00
	6830	Network Security Specialist	No Variance	$125.00
	6840	System Security Specialist	No Variance	$90.00
	6850	Web Security Specialist	No Variance	$100.00
Business Continuance Management	7000	Manager, Business Continuance	No Variance	$140.00
	7010	Business Continuance Specialist	No Variance	$100.00
Product Development	7200	Manager, Product Development	1. Team Leader	$86.00
			2. Manager	$120.00
			3. Sr. Manager	$160.00
	7210	Product Architect	No Variance	$155.00
	7220	Product Engineer	A. Entry	$60.00
			B. Intermediate	$80.00
			C. Advanced	$110.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	7230	Product Developer	A. Entry	$70.00
			B. Intermediate	$100.00
			C. Advanced	$120.00
Systems Programming & Admin.	7400	Manager, Systems Software	1. Team Leader	$120.00
			2. Manager	$140.00
			3. Sr. Manager	$180.00
	7410	Systems Architect	A. Entry	$60.00
			B. Intermediate	$90.00
			C. Advanced	$155.00
	7420	Systems Software Programmer	A. Entry	$70.00
			B. Intermediate	$90.00
			C. Advanced	$110.00
	7430	Groupware Specialist	A. Entry	$70.00
			B. Intermediate	$95.00
			C. Advanced	$100.00
	7440	Systems Administrator	A. Entry	$60.00
			B. Intermediate	$75.00
			C. Advanced	$95.00
	7450	UNIX System Administrator	No Variance	$105.00
	7460	Storage Management Specialist	No Variance	$100.00
Business Analysis and Planning	7500	Director, Enterprise Architecture	No Variance	$210.00
	7600	Manager, IT Business Planning	1. Team Leader	$120.00
			2. Manager	$150.00
			3. Sr. Manager	$155.00
	7610	Enterprise Architect	No Variance	$145.00
	7620	Business Process Consultant	A. Entry	$50.00
			B. Intermediate	$80.00
			C. Advanced	$100.00
	7630	IT Business Consultant	A. Entry	$60.00
			B. Intermediate	$88.00
			C. Advanced	$90.00
	7640	Business Analyst	A. Entry	$50.00
			B. Intermediate	$80.00
			C. Advanced	$90.00
	7700	Director, Business Relationships	No Variance	$205.00
	7800	Manager, Customer Relations	No Variance	$125.00
Release Management	8000	Configuration Management Analyst	A. Entry	$55.00
			B. Intermediate	$83.00
			C. Advanced	$85.00
	8010	Release/Build Engineer	No Variance	$95.00
Program Management	8200	Director, Program Management	No Variance	$190.00
	8210	Program Manager	1. Team Leader	$100.00
			2. Manager	$120.00
			3. Sr. Manager	$145.00
	8220	Project Manager	1. Team Leader	$100.00
			2. Manager	$115.00
			3. Sr. Manager	$120.00

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Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	8230	Project Leader	A. Entry	$65.00
			B. Intermediate	$105.00
			C. Advanced	$115.00
	8235	Project Management Specialist	No Variance	$80.00
	8240	Resource Manager	No Variance	$125.00
Customer Service Hotline	8400	Manager, Customer Service Hotline	No Variance	$80.00
	8410	Customer Service Hotline Representative	A. Entry	$40.00
			B. Intermediate	$42.00
			C. Advanced	$55.00
Technical Product Support	8600	Manager, Technical Product Support	1. Team Leader	$80.00
			2. Manager	$90.00
			3. Sr. Manager	$100.00
	8610	Technical Product Support Analyst	No Variance	$70.00
	8620	Technical Product Support Specialist	A. Entry	$40.00
			B. Intermediate	$55.00
			C. Advanced	$65.00

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Contract Exhibit A
Scope of Work

1. Purpose

To provide Customers with a State Term Contract (STC) for information technology staff augmentation services, pursuant to the terms set forth in this Scope of Work.

2. Definitions

Business Day – Monday through Friday, inclusive, except for those holidays specified in section 110.117, F.S., from 8:00 a.m. to 5:00 p.m., in the time zone the Customer is located.

Ceiling Rate – The maximum Proposed Price a Bidder may propose for an associated Job Title or Scope Variant while still being deemed to have submitted the lowest responsive bid.

Confidential Information – Information that is trade secret or otherwise confidential or exempt from disclosure under Florida or federal law.

Contract – The written agreement between the Department and the awarded Bidder(s) resulting from ITB No. 21-80101507-ITB.

Contractor – A Vendor that enters into a Contract with the Department as a result of ITB No. 21-80101507-ITB.

Customer – A State Agency or Eligible User, as defined in Rule 60A-1.001, Florida Administrative Code (F.A.C.).

Department – The Department of Management Services, a State Agency.

Information Technology (IT) Experience – Experience working in the computer science industry that involves performing IT services and utilizing equipment, hardware, software, firmware, programs, systems, networks, infrastructure, media, and related material.

Information Technology (IT) Staff Augmentation Contract Experience – Demonstrated prior work experience in the allocation and outsourcing of qualified information technology Staff to augment a workforce on a temporary basis.

Job Family – A group of related Job Titles within the Job Family Descriptions document, Contract Exhibit J.

Job Title – The position described within the Job Family Descriptions document, Contract Exhibit J. The Job Family Descriptions document includes each Job Title's general characteristics and dimensions.

Operational Formula – The day-to-day actions of a company that are guided by a policy or procedure that is prescribed for repetitive use as a practice, in accordance with agreed upon operations that are aimed at obtaining a desired outcome.

Prequalification – A determination by the Department that a responsible and responsive Bidder is deemed to have submitted the lowest responsive Bid and has met the minimum requirements within the solicitation (including capability, experience, and past performance) for participation

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on the Contract. A Bidder who has been Prequalified is authorized to respond to Requests for Quotes from Customers in accordance with section 287.0591(6), F.S.
Principal Personnel – The management of the Bidder company who make operational decisions.

Proposed Price – The Vendor's maximum hourly rate for an associated Job Title or Scope Variant for the initial and renewal term. A "not to exceed" price.

Scope Variant – A gradation of experience within a Job Title.

Staff – The temporary staff provided by the Contractor or Contractor's subcontractor(s) to render information technology services identified by Customers.

State – The State of Florida.

3. Contractor's General Responsibilities

The Contractor, regardless of any delegation or subcontract entered by the Contractor, shall be responsible for the following when providing information technology staff augmentation services:

3.1 The Contractor is responsible for the comprehensive management of Staff. Staff shall not be deemed an employee of the State or deemed to be entitled to any benefits associated with such employment and the Contractor shall be responsible for the administration and maintenance of all employment and payroll records, payroll processing, remittance of payroll and taxes, and all administrative tasks required by state and federal law associated with payment of Staff.

3.2 The Contractor shall provide Staff in accordance with Customer Requests for Quote (RFQ), and as described in Contract Exhibit J, Job Family Descriptions document. Customers may include detailed scopes of work, specific requirements of the work to be performed, and any requirements of Staff within the Request for Quote.

3.3 The Contractor shall possess the professional and technical staff necessary to allocate, outsource, and manage qualified Staff to perform the services requested by the Customer.

3.4 The Contractor shall provide Customers with Staff who have sufficient skill and experience to perform the services assigned to them.

3.5 The Contractor is responsible for ensuring that all information technology staff augmentation services furnished under the Contract meet the professional standards and quality that prevails among information technology professionals in the same discipline and of similar knowledge and skill engaged in related work throughout Florida under the same or similar circumstances.

3.6 The Contractor shall provide, at its own expense, training necessary for keeping Contractor's Staff abreast of industry advances and for maintaining proficiency in equipment and systems that are available on the commercial market.

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3.7 The Contractor shall, at its own expense, be responsible for adhering to the Contract background screening requirements, testing, evaluations, advertising, recruitment, and disciplinary actions of Contractor's Staff.

3.8 The Contractor, throughout the term of the Contract, shall maintain all licenses, permits, qualifications, insurance, and approvals of whatever nature that are legally required for Contractor and Staff to perform the information technology staff augmentation services.

3.9 Contractor shall be responsible for all costs associated with the administration of this Contract.

3.10 The Contractor shall adhere to all work policies, procedures, and standards established by the Department and Customer.

3.11 The Contractor shall ensure that Staff conform with the Customer's policies in all respects while on the Customer's premises, and is responsible for obtaining all rules, regulations, policies, etc.

3.12 Contractor shall only provide information technology staff augmentation services for those Job Titles awarded to the Contractor and shall be paid on an hourly basis. Contracts resulting from this solicitation should not be structured as fixed-price agreements or used for any services requiring authorization for payment of milestone tasks.

4. Subcontracts and Staff

4.1 The Contractor is fully responsible for satisfactory completion of all work on this Contract. The Contractor shall ensure and provide assurances to the Department or Customer upon request, that any subcontractor(s) or Staff provided under this Contract has the necessary qualifications and abilities to perform in accordance with the terms and conditions of this Contract.

The Contractor must provide the Customer with the names of Staff considered for work on a purchase order issued under this Contract. The Customer shall retain the right to reject any Staff whose qualifications or performance, in the Customer's exclusive judgment, is insufficient.

4.2 The Contractor agrees to be responsible for all work performed and all expenses incurred by subcontractors and Staff while performing work under this Contract.

4.3 Any subcontract or Staff arrangements must be evidenced by a written document available to the Department or Customer

4.4 The Contractor agrees to make payments to the subcontractor or Staff within seven (7) working days after receipt of full or partial payments from the Customer in accordance with Section 287.0585, F.S., unless otherwise stated in the contract between Contractor and subcontractor or required by law.

4.5 The Contractor agrees that neither the Department nor the Customer shall be liable to any subcontractor or Staff for any expenses or liabilities incurred in furtherance of this

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Contract, and Contractor shall be solely liable to the subcontractor and Staff for all expenses and liabilities incurred under the Contractor's contract or subcontract. The Contractor, at its expense, shall defend the Customer and the Department against any subcontractor or Staff claims regarding compensation or payment.

4.6 Requests to utilize subcontractors to provide Staff shall be made to the Department utilizing the form located at https://www.dms.myflorida.com/business_operations/state_purchasing/vendor_resources/subcontractor_dealer_reseller_forms

4.7 The Department supports diversity in its procurements and contracts, and requests that Contractors who engage in subcontracting offer subcontracting opportunities to certified woman-, veteran-, and minority-owned small businesses. The Contractor may contact the Office of Supplier Diversity at osdinfo@dms.myflorida.com for information on certified business enterprises available for subcontracting opportunities.

5. Conduct of Employees and Staff

Contractor shall ensure that all of Contractor's employees and Staff provided under the Contract shall adhere to the standards of conduct prescribed in the Customer's personnel policy and procedure guidelines, particularly rules of conduct, security procedures, and any other applicable rules, regulations, policies, and procedures of the Customer, including but not limited to Rule Chapter 33-208, Florida Administrative Code. The Contractor shall ensure that all Staff and employees wear attire suitable for the position, either a standard uniform or business casual dress, as may be identified by the Customer.

6. Contractor Security Clearance

Customers may designate certain duties and/or positions as positions of "special trust" because they involve special trust responsibilities, are located in sensitive locations, or have key capabilities with access to sensitive or confidential information. The designation of a special trust position or duties is at the sole discretion of the Customer. Contractor or Contractor's employees and Staff who, in the performance of this Contract, will be assigned to work in positions determined by the Customer to be positions of special trust, may be required to submit to background screening and be approved by the Customer to work on this Contract.

7. Purchasing Card

The State has implemented a purchasing card program using the Visa platform. The Contractor may receive payments via the State's Purchasing Card in the same manner as any other Visa purchases. Purchasing Card acceptance for purchase is a mandatory requirement for the Contract but is not the exclusive method of payment. If the State changes its Purchasing Card platform during the term of Contract, the Contractor shall make any necessary changes to accommodate the State 's new Purchasing Card platform within 30 calendar days of notification of such change.

8. Purchase Order Requirements

Customers shall use a Request for Quote per section 287.056(2), Florida Statutes, when making purchases off of this State Term Contract. Customers shall issue Request for Quotes to at least 25 vendors approved to provide IT Staff Augmentation services in accordance with section 287.0591(5), Florida Statutes. Customers shall order services from the Request for Quote via a Purchase Order with the Customers' selected Contractor. The terms of the Purchase Order shall not conflict with the terms and conditions established by this Contract.

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In accepting a Purchase Order, the Contractor recognizes its responsibility for all tasks and deliverables contained therein, warrants that it has fully informed itself of all relevant factors affecting accomplishment of the tasks and deliverables and agrees to be fully accountable for the performance thereof.

9. Request for Quotes

9.1 Customers needing information technology staff augmentation services will create a Request for Quote eQuote event in MFMP Sourcing, each time they desire to solicit information technology staff augmentation services. The Customer shall issue a detailed RFQ that includes a term, service levels, educational qualifications and experience needed.

9.2 The Customer shall select at least one (1) awarded Contractor for the RFQ event. MFMP Sourcing will automatically add an additional twenty-five (25) randomly selected awarded Contractors to the RFQ event. All twenty-six (26) awarded Contractors sent the RFQ will receive a notification of the RFQ and may respond. Customers may view the RFQ Contractor List on the event's "Overview" tab.

9.3 Pursuant to section 287.056(2), F.S., RFQs performed within the scope of this Contract are not independent competitive solicitations and are not subject to the notice or challenge provisions of section 120.57(3), F.S.

9.4 All Customers who utilize MFMP must use the MFMP Sourcing application for creating RFQ's on this contract. Customers who do not utilize MFMP will create a RFQ document each time they desire to solicit information technology staff augmentation services and shall send the RFQ document electronically via email to at least (25) awarded or prequalified Contractors.

10. Resume Self-Certification Form

When submitting a response to an RFQ the Contractor shall submit with its response a completed and signed Resume Self-Certification Form (Contract Exhibit F) to the Customer for each proposed Staff member identified in the RFQ response.

11. Ongoing Performance Measures

The Department intends to use performance-reporting tools in order to measure the performance of Contractor(s). These tools will include the Contractor Performance Survey (Exhibit H), to be completed by Customers on a quarterly basis. Such measures will allow the Department to better track Vendor performance through the term of the Contract(s) and ensure that Contractor(s) consistently provide quality services to the State and its Customers. The Department reserves the right to modify the Contractor Performance Survey document and introduce additional performance-reporting tools as they are developed, including online tools (e.g. tools within MFMP or on the Department's website).

12. Holidays

The following days are observed as holidays by state agencies in accordance with section 110.117, F.S.:

- New Year's Day
- Birthday of Martin Luther King, Jr., third Monday in January
- Memorial Day

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- Independence Day
- Labor Day
- Veterans' Day, November 11
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Day

If any of these holidays falls on Saturday, the preceding Friday shall be observed as a holiday. If any of these holidays falls on Sunday, the following Monday shall be observed as a holiday. Customers may have additional holiday(s) observed specifically by the Customer which will be detailed in the Customer's order.

13. Contract Reporting
The Contractor shall report information on orders received from Customers associated with this Contract. No price adjustments will be considered for any Contractor who has outstanding reports, or any other documentation required under this Contract. The Contractor shall submit reports in accordance with the following schedule:

Report	Period Covered	Due Date
MFMP Transaction Fee Report	Calendar month	15 calendar days after the end of each month
Quarterly Sales Report	State's Fiscal Quarter	30 calendar days after close of the period
Diversity Report (submitted to the Customer)	State Fiscal Year	30 Business Days after close of the period
Preferred Pricing Affidavit (in accordance with the Special Contract Conditions)	Annual	Contract Anniversary Date

14. MFMP Transaction Fee Report
The Contractor is required to submit monthly MFMP Transaction Fee Reports in the Department's electronic format. Reports are due 15 calendar days after the end of the reporting period. For information on how to submit Transaction Fee Reports online, please reference the detailed fee reporting instructions and vendor training presentations available online at the "Transaction Fee & Reporting" section and "Training for Vendors" subsections under the "Vendors" tab on the MFMP website. Assistance with Transaction Fee Reporting is also available from the MFMP Customer Service Desk by email at: VendorHelp@myfloridamarketplace.com or telephone 866-FLA-EPRO (866-352-3776) from 8:00 a.m. to 6:00 p.m. Eastern Time.

15. Quarterly Sales Reports
The Contractor shall submit a completed Quarterly Sales Report electronically, in the required format, to the Department's Contract Manager within thirty (30) calendar days after close of each quarter. The quarterly sales report can be found here:

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https://www.dms.myflorida.com/business_operations/state_purchasing/vendor_resources/quarterly_sales_report_format.

The Contract Quarterly Sales Report will include all sales and orders associated with this Contract from Customers received during the reporting period. Initiation and submission of the Sales Report is the responsibility of the Contractor without prompting or notification from the DMS Contract Manager.

Failure to provide the quarterly sales report will result in the imposition of financial consequences and may result in the Contractor being found in default and the termination of the Contract. Initiation and submission of the quarterly sales report are the responsibility of the Contractor without prompting or notification by the Department. Sales will be reviewed on a quarterly basis. If no sales are recorded during the period, the Contractor must submit a report stating that there was no activity. If no sales are recorded in two consecutive quarters, the Contractor may be placed in probationary status or the Department may terminate the Contract.

Quarter 1 – (July-September) – due 30 calendar days after the close of the period
Quarter 2 – (October-December) – due 30 calendar days after the close of the period
Quarter 3 – (January-March) – due 30 calendar days after the close of the period
Quarter 4 – (April-June) due 30 calendar days after the close of the period

Exceptions may be made if a delay in submitting reports is attributable to circumstances that are clearly beyond the control of the Contractor. The burden of proof of unavoidable delay shall rest with the Contractor and shall be supplied in a written form and submitted to the Department.

The Department reserves the right to request additional sales information as needed.

16. Diversity Report

The Contractor shall report to each Customer, spend with certified and other minority business enterprises. These reports shall include the period covered, the name, minority code and Federal Employer Identification Number of each minority business utilized during the period, Commodities provided by the minority business enterprise, and the amount paid to each minority business on behalf of each purchasing agency ordering under the terms of this Contract.

17. Ad Hoc Reports

The Department or Customer may require additional Contract information such as copies of purchase orders or ad hoc sales reports. The Contractor shall submit information in response to these specific ad hoc requests for reports within the specified amount of time as requested by the Department or Customer.

18. Business Review Meetings

In order to maintain the relationship between the Department and the Contractor, each quarter the Department may request a business review meeting. The business review meeting may include, but is not limited to, the following:

- Successful completion of deliverables
- Review of the Contractor's performance
- Review of minimum required reports
- Addressing of any elevated Customer issues

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- Review of continuous improvement ideas that may help lower total costs and improve business efficiencies.

19. Financial Consequences

Financial Consequences will be assessed for failure to timely perform or submit a report as required by the Contract and shall be paid via check or money order in US Dollars and made out to the Department of Management Services or the specific Customer, where applicable. Financial Consequences will be assessed daily for each individual failure until the performance or submittal is accomplished to the Department's or Customer's satisfaction, unless stated otherwise. For the submissions of reports, financial consequences will apply to each target period beginning with the first full month or quarter of the Contract's performance and each month and quarter thereafter.

Deliverable	Performance Metric	Performance Due Date	Financial Consequence for Non-Performance
Contractor will timely submit completed Quarterly Sales Reports	All Quarterly Sales Reports will be submitted timely with the required information	Reports are due on or before the 30th calendar day after the close of each State fiscal quarter	$250 per Calendar Day late/not received by the Contract Manager
Contractor will timely submit completed MFMP Transaction Fee Reports	All MFMP Transaction Fee Reports will be submitted timely with the required information	Reports are due on or before the 15th calendar day after the close of each month	$100 per Calendar Day late/not received by the Contract Manager

20. Routine Communications

All routine communications related to the Contract shall be sent to the Department's Contract Manager. If any of the Contractor's contract information changes during the life of the Contract, the Contractor shall notify the Department's Contract Manager; such updates do not necessitate a formal amendment to the Contract. Communications relating to a Customer contract or purchase order should be addressed to the contact person identified in the contract or purchase order. Routine communications may be my email, regular mail, or telephone.

21. Contract Transition

Upon Contract expiration or termination, the Contractor shall ensure a seamless transfer of Contract responsibilities with any subsequent Contractor necessary to transition the Products and services of the Contract. The incumbent Contractor assumes all expenses related to the contract transition.

22. Other Fees and Charges

Additional fees (including but not limited to, property taxes, fuel surcharges, interest fees, license fees, and late payment fees except where permitted by section 215.422(3)(b), F.S.) or fees not permitted elsewhere in the Contract are prohibited.

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Department of MANAGEMENT SERVICES
We serve those who serve Florida

Contract Exhibit B
ADDITIONAL SPECIAL CONTRACT CONDITIONS

The sections of the Special Contract Conditions referenced below are replaced in their entirety or added as follows:

2.2 Renewal.
Upon written agreement, the Department and Contractor may renew the Contract in whole or in part only as set forth in the Contract documents, and in accordance with section 287.057(14), F.S.

5.1 Conduct of Business.
The Contractor must comply with all laws, rules, codes, ordinances, and licensing requirements that are applicable to the conduct of its business, including those of federal, state, and local agencies having jurisdiction and authority. For example, the Contractor must comply with section 274A of the Immigration and Nationality Act, the Americans with Disabilities Act, Health Insurance Portability and Accountability Act, if applicable, and all prohibitions against discrimination on the basis of race, religion, sex, creed, national origin, handicap, marital status, or veteran's status. The provisions of subparagraphs 287.058(1)(a)-(c) and (g), F.S., are hereby incorporated by reference.

Nothing contained within this Contract shall be construed to prohibit the Contractor from disclosing information relevant to performance of the Contract or purchase order to members or staff of the Florida Senate or Florida House of Representatives.

Pursuant to section 287.057(26), F.S., the Contractor shall ensure a representative will be available to team members of the continuing oversight team.

5.4 Convicted, Discriminatory, Antitrust Violator, and Suspended Vendor Lists.
In accordance with sections 287.133, 287.134, and 287.137, F.S., the Contractor is hereby informed of the provisions of sections 287.133(2)(a), 287.134(2)(a), and 287.137(2)(a), F.S. For purposes of this Contract, a person or affiliate who is on the Convicted Vendor List, the Discriminatory Vendor List, or the Antitrust Violator Vendor List may not perform work as a contractor, supplier, subcontractor, or consultant under the Contract. The Contractor must notify the Department if it or any of its suppliers, subcontractors, or consultants have been placed on the Convicted Vendor List, the Discriminatory Vendor List, or the Antitrust Violator Vendor List during the term of the Contract.

In accordance with section 287.1351, F.S., a vendor placed on the Suspended Vendor List may not enter into or renew a contract to provide any goods or services to an agency after its placement on the Suspended Vendor List.

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A firm or individual placed on the Suspended Vendor List pursuant to section 287.1351, F.S., the Convicted Vendor List pursuant to section 287.133, F.S., the Antitrust Violator Vendor List pursuant to section 287.137, F.S., or the Discriminatory Vendor List pursuant to section 287.134, F.S., is immediately disqualified from Contract eligibility.

5.6 Cooperation with Inspector General and Records Retention.
Pursuant to section 20.055(5), F.S., the Contractor understands and will comply with its duty to cooperate with the Inspector General in any investigation, audit, inspection, review, or hearing. Upon request of the Inspector General or any other authorized State official, the Contractor must provide any information the Inspector General deems relevant. Such information may include, but will not be limited to, the Contractor's business or financial records, documents, or files of any type or form that refer to or relate to the Contract. The Contractor will retain such records for the longer of five years after the expiration or termination of the Contract, or the period required by the General Records Schedules maintained by the Florida Department of State, at the Department of State's Records Management website. The Contractor agrees to reimburse the State of Florida for the reasonable costs of investigation incurred by the Inspector General or other authorized State of Florida official for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the State of Florida which results in the suspension or debarment of the Contractor. Such costs will include but will not be limited to: salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor agrees to impose the same obligations to cooperate with the Inspector General and retain records on any subcontractors used to provide goods or services under the Contract.

8.1.1 Termination of Contract.
The Department may terminate the Contract for refusal by the Contractor to comply with this section by not allowing access to all public records, as defined in Chapter 119, F. S., made or received by the Contractor in conjunction with the Contract unless the records are exempt from s. 24(a) of Art. I of the State Constitution and section 119.071(1), F.S.

8.1.2 Statutory Notice.
Pursuant to section 119.0701(2)(a), F.S., for contracts for services with a contractor acting on behalf of a public agency, as defined in section 119.011(2), F.S., the following applies:

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE DEPARTMENT'S CONTRACT MANAGER LISTED IN SECTION 4.3 OF THE SPECIAL CONTRACT CONDITIONS.

Pursuant to section 119.0701(2)(b), F.S., for contracts for services with a contractor acting on behalf of a public agency as defined in section 119.011(2), F.S., the Contractor shall:

(a) Keep and maintain public records required by the public agency to perform the service.

(b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a

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reasonable time at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if the Contractor does not transfer the records to the public agency.

(d) Upon completion of the Contract, transfer, at no cost, to the public agency all public records in possession of the Contractor or keep and maintain public records required by the public agency to perform the service. If the Contractor transfers all public records to the public agency upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

12.1 Performance or Compliance Audits.
The Department may conduct or have conducted performance and/or compliance audits of the Contractor and subcontractors as determined by the Department. The Department may conduct an audit and review all the Contractor's and subcontractors' data and records that directly relate to the Contract. To the extent necessary to verify the Contractor's fees and claims for payment under the Contract, the Contractor's agreements or contracts with subcontractors, partners, or agents of the Contractor, pertaining to the Contract, may be inspected by the Department upon fifteen (15) calendar days' notice, during normal working hours and in accordance with the Contractor's facility access procedures where facility access is required. Release statements from its subcontractors, partners, or agents are not required for the Department or its designee to conduct compliance and performance audits on any of the Contractor's contracts relating to this Contract. The Inspector General, in accordance with section 5.6, the State of Florida's Chief Financial Officer, and the Office of the Auditor General shall also have authority to perform audits and inspections.

12.3 Document Inspection.
In accordance with section 216.1366, F.S., the Department is authorized to inspect the: (a) financial records, papers, and documents of the Contractor that are directly related to the performance of the Contract or the expenditure of state funds; and (b) programmatic records, papers, and documents of the Contractor which the Department determines are necessary to monitor the performance of the Contract or to ensure that the terms of the Contract are being met. The Contractor shall provide such records, papers, and documents requested by the Department within 10 Business Days after the request is made.

13.2 E-Verify.
The Contractor and its subcontractors have an obligation to utilize the U.S. Department of Homeland Security's (DHS) E-Verify system for all newly hired employees in accordance with section 448.095, F.S. By executing this Contract, the Contractor certifies that it is registered with, and uses, the E-Verify system for all newly hired employees in accordance with section 448.095, F.S. The Contractor must obtain an affidavit from its subcontractors in accordance with paragraph (2)(b) of section 448.095, F.S., and maintain a copy of such affidavit for the duration of the Contract. The Contractor shall provide a copy of its DHS Memorandum of Understanding (MOU) to the Department's Contract Manager within five days of Contract execution.

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This section serves as notice to the Contractor regarding the requirements of section 448.095, F.S., specifically sub-paragraph (2)(c)1, and the Department's obligation to terminate the Contract if it has a good faith belief that the Contractor has knowingly violated section 448.09(1), F.S. If terminated for such reason, the Contractor will not be eligible for award of a public contract for at least one year after the date of such termination. The Department will promptly notify the Contractor and order the immediate termination of the contract between the Contractor and a subcontractor performing work on its behalf for this Contract should the Department have a good faith belief that the subcontractor has knowingly violated section 448.09(1), F.S.

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Contract Exhibit C

SPECIAL CONTRACT CONDITIONS
JULY 1, 2019 VERSION

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In accordance with Rule 60A-1.002(7), F.A.C., Form PUR 1000 is included herein by reference but is superseded in its entirety by these Special Contract Conditions.

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SECTION 1. DEFINITION.

The following definition applies in addition to the definitions in Chapter 287, Florida Statutes (F.S.), and Rule Chapter 60A-1, Florida Administrative Code (F.A.C.):

1.1 Customer.
The agency or eligible user that purchases commodities or contractual services pursuant to the Contract.

SECTION 2. CONTRACT TERM AND TERMINATION.

2.1 Initial Term.
The initial term will begin on the date set forth in the Contract documents or on the date the Contract is signed by all Parties, whichever is later.

2.2 Renewal.
Upon written agreement, the Department and the Contractor may renew the Contract in whole or in part only as set forth in the Contract documents, and in accordance with section 287.057(13), F.S.

2.3 Suspension of Work and Termination.

2.3.1 Suspension of Work.
The Department may, at its sole discretion, suspend any or all activities under the Contract, at any time, when it is in the best interest of the State of Florida to do so. The Customer may suspend a resulting contract or purchase order, at any time, when in the best interest of the Customer to do so. The Department or Customer will provide the Contractor written notice outlining the particulars of the suspension. After receiving a suspension notice, the Contractor must comply with the notice and will cease the performance of the Contract or purchase order. Suspension of work will not entitle the Contractor to any additional compensation. The Contractor will not resume performance of the Contract or purchase order until so authorized by the Department.

2.3.2 Termination for Convenience.
The Contract may be terminated by the Department in whole or in part at any time, in the best interest of the State of Florida. If the Contract is terminated before performance is completed, the Contractor will be paid only for that work satisfactorily performed for which costs can be substantiated. Such payment, however, may not exceed an amount which is the same percentage of the Contract price as the amount of work satisfactorily performed. All work in progress will become the property of the Customer and will be turned over promptly by the Contractor.

2.3.3 Termination for Cause.
If the performance of the Contractor is not in compliance with the Contract requirements or the Contractor has defaulted, the Department may:

(a) immediately terminate the Contract;
(b) notify the Contractor of the noncompliance or default, require correction, and specify the date by which the correction must be completed before the Contract is terminated; or
(c) take other action deemed appropriate by the Department.

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SECTION 3. PAYMENT AND FEES.

3.1 Pricing.
The Contractor will not exceed the pricing set forth in the Contract documents.

3.2 Price Decreases.
The following price decrease terms will apply to the Contract:

3.2.1 Quantity Discounts. Contractor may offer additional discounts for one-time delivery of large single orders;

3.2.2 Preferred Pricing. The Contractor guarantees that the pricing indicated in this Contract is a maximum price. Additionally, Contractor's pricing will not exceed the pricing offered under comparable contracts. Comparable contracts are those that are similar in size, scope, and terms. In compliance with section 216.0113, F.S., Contractor must annually submit an affidavit from the Contractor's authorized representative attesting that the Contract complies with this clause.

3.2.3 Sales Promotions. In addition to decreasing prices for the balance of the Contract term due to a change in market conditions, the Contractor may conduct sales promotions involving price reductions for a specified lesser period. The Contractor must submit documentation identifying the proposed: (1) starting and ending dates of the promotion, (2) commodities or contractual services involved, and (3) promotional prices compared to then-authorized prices.

3.3 Payment Invoicing.
The Contractor will be paid upon submission of invoices to the Customer after delivery and acceptance of commodities or contractual services is confirmed by the Customer. Invoices must contain sufficient detail for an audit and contain the Contract Number and the Contractor's Federal Employer Identification Number.

3.4 Purchase Order.
A Customer may use purchase orders to buy commodities or contractual services pursuant to the Contract and, if applicable, the Contractor must provide commodities or contractual services pursuant to purchase orders. Purchase orders issued pursuant to the Contract must be received by the Contractor no later than the close of business on the last day of the Contract's term. The Contractor is required to accept timely purchase orders specifying delivery schedules that extend beyond the Contract term even when such extended delivery will occur after expiration of the Contract. Purchase orders shall be valid through their specified term and performance by the Contractor, and all terms and conditions of the Contract shall survive the termination or expiration of the Contract and apply to the Contractor's performance. The duration of purchase orders for recurring deliverables shall not exceed the expiration of the Contract by more than twelve months. Any purchase order terms and conditions conflicting with these Special Contract Conditions shall not become a part of the Contract.

3.5 Travel.
Travel expenses are not reimbursable unless specifically authorized by the Customer in writing and may be reimbursed only in accordance with section 112.061, F.S.

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3.6 Annual Appropriation.
Pursuant to section 287.0582, F.S., if the Contract binds the State of Florida or an agency for the purchase of services or tangible personal property for a period in excess of one fiscal year, the State of Florida's performance and obligation to pay under the Contract is contingent upon an annual appropriation by the Legislature.

3.7 Transaction Fees.
The State of Florida, through the Department of Management Services, has instituted MyFloridaMarketPlace, a statewide eProcurement system pursuant to section 287.057(22), F.S. All payments issued by Customers to registered Vendors for purchases of commodities or contractual services will be assessed Transaction Fees as prescribed by rule 60A-1.031, F.A.C., or as may otherwise be established by law. Vendors must pay the Transaction Fees and agree to automatic deduction of the Transaction Fees when automatic deduction becomes available. Vendors will submit any monthly reports required pursuant to the rule. All such reports and payments will be subject to audit. Failure to comply with the payment of the Transaction Fees or reporting of transactions will constitute grounds for declaring the Vendor in default and subject the Vendor to exclusion from business with the State of Florida.

3.8 Taxes.
Taxes, customs, and tariffs on commodities or contractual services purchased under the Contract will not be assessed against the Customer or Department unless authorized by Florida law.

3.9 Return of Funds.
Contractor will return any overpayments due to unearned funds or funds disallowed pursuant to the terms of the Contract that were disbursed to the Contractor. The Contractor must return any overpayment within forty (40) calendar days after either discovery by the Contractor, its independent auditor, or notification by the Department or Customer of the overpayment.

SECTION 4. CONTRACT MANAGEMENT.

4.1 Composition and Priority.
The Contractor agrees to provide commodities or contractual services to the Customer as specified in the Contract. Additionally, the terms of the Contract supersede the terms of all prior agreements between the Parties on this subject matter.

4.2 Notices.
All notices required under the Contract must be delivered to the designated Contract Manager in a manner identified by the Department.

4.3 Department's Contract Manager.
The Department's Contract Manager, who is primarily responsible for the Department's oversight of the Contract, will be identified in a separate writing to the Contractor upon Contract signing in the following format:

Department's Contract Manager Name

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Department's Name
Department's Physical Address
Department's Telephone #
Department's Email Address

If the Department changes the Contract Manager, the Department will notify the Contractor. Such a change does not require an amendment to the Contract.

4.4 Contractor's Contract Manager.
The Contractor's Contract Manager, who is primarily responsible for the Contractor's oversight of the Contract performance, will be identified in a separate writing to the Department upon Contract signing in the following format:

Contractor's Contract Manager Name
Contractor's Name
Contractor's Physical Address
Contractor's Telephone #
Contractor's Email Address

If the Contractor changes its Contract Manager, the Contractor will notify the Department. Such a change does not require an amendment to the Contract.

4.5 Diversity.

4.5.1 Office of Supplier Diversity.
The State of Florida supports its diverse business community by creating opportunities for woman-, veteran-, and minority-owned small business enterprises to participate in procurements and contracts. The Department encourages supplier diversity through certification of woman-, veteran-, and minority-owned small business enterprises and provides advocacy, outreach, and networking through regional business events. For additional information, please contact the Office of Supplier Diversity (OSD) at osdinfo@dms.myflorida.com.

4.5.2 Diversity Reporting.
Upon request, the Contractor will report to the Department its spend with business enterprises certified by the OSD. These reports must include the time period covered, the name and Federal Employer Identification Number of each business enterprise utilized during the period, commodities and contractual services provided by the business enterprise, and the amount paid to the business enterprise on behalf of each agency purchasing under the Contract.

4.6 RESPECT.
Subject to the agency determination provided for in section 413.036, F.S., the following statement applies:

IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT ANY ARTICLES THAT ARE THE SUBJECT OF, OR REQUIRED TO CARRY OUT, THIS CONTRACT SHALL BE PURCHASED FROM A NONPROFIT AGENCY FOR THE BLIND OR FOR THE SEVERELY HANDICAPPED THAT IS QUALIFIED PURSUANT TO CHAPTER 413, FLORIDA STATUTES, IN THE SAME MANNER AND UNDER THE SAME PROCEDURES SET FORTH IN SECTION 413.036(1) AND (2), FLORIDA STATUTES;

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AND FOR PURPOSES OF THIS CONTRACT THE PERSON, FIRM, OR OTHER BUSINESS ENTITY CARRYING OUT THE PROVISIONS OF THIS CONTRACT SHALL BE DEEMED TO BE SUBSTITUTED FOR THE STATE AGENCY INSOFAR AS DEALINGS WITH SUCH QUALIFIED NONPROFIT AGENCY ARE CONCERNED.

Additional information about RESPECT and the commodities or contractual services it offers is available at https://www.respectofflorida.org.

4.7 PRIDE.
Subject to the agency determination provided for in sections 287.042(1) and 946.515, F.S., the following statement applies:

IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT ANY ARTICLES WHICH ARE THE SUBJECT OF, OR REQUIRED TO CARRY OUT, THIS CONTRACT SHALL BE PURCHASED FROM THE CORPORATION IDENTIFIED UNDER CHAPTER 946, F.S., IN THE SAME MANNER AND UNDER THE SAME PROCEDURES SET FORTH IN SECTION 946.515(2) AND (4), F.S.; AND FOR PURPOSES OF THIS CONTRACT THE PERSON, FIRM, OR OTHER BUSINESS ENTITY CARRYING OUT THE PROVISIONS OF THIS CONTRACT SHALL BE DEEMED TO BE SUBSTITUTED FOR THIS AGENCY INSOFAR AS DEALINGS WITH SUCH CORPORATION ARE CONCERNED.

Additional information about PRIDE and the commodities or contractual services it offers is available at https://www.pride-enterprises.org.

SECTION 5. COMPLIANCE WITH LAWS.

5.1 Conduct of Business.
The Contractor must comply with all laws, rules, codes, ordinances, and licensing requirements that are applicable to the conduct of its business, including those of federal, state, and local agencies having jurisdiction and authority. For example, the Contractor must comply with section 274A of the Immigration and Nationality Act, the Americans with Disabilities Act, Health Insurance Portability and Accountability Act, if applicable, and all prohibitions against discrimination on the basis of race, religion, sex, creed, national origin, handicap, marital status, or veteran's status. The provisions of subparagraphs 287.058(1)(a)-(c), and (g), F.S., are hereby incorporated by reference.

5.2 Dispute Resolution, Governing Law, and Venue.
Any dispute concerning performance of the Contract shall be decided by the Department's designated Contract Manager, who will reduce the decision to writing and serve a copy on the Contractor. The decision of the Contract Manager shall be final and conclusive. Exhaustion of this administrative remedy is an absolute condition precedent to the Contractor's ability to pursue legal action related to the Contract or any other form of dispute resolution. The laws of the State of Florida govern the Contract. The Parties submit to the jurisdiction of the courts of the State of Florida exclusively for any legal action related to the Contract. Further, the Contractor hereby waives all privileges and rights relating to venue it may have under Chapter 47, F.S., and all such venue privileges and rights it may have under any other statute, rule, or case law, including, but not limited to, those based on convenience. The Contractor hereby submits to venue in the county chosen by the Department.

5.3 Department of State Registration.

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Consistent with Title XXXVI, F.S., the Contractor and any subcontractors that assert status, other than a sole proprietor, must provide the Department with conclusive evidence of a certificate of status, not subject to qualification, if a Florida business entity, or of a certificate of authorization if a foreign business entity.

5.4 Suspended, Convicted, and Discriminatory Vendor Lists.
In accordance with sections 287.042, 287.133, and 287.134, F.S., an entity or affiliate who is on the Suspended Vendor List, Convicted Vendor List, or Discriminatory Vendor List may not perform work as a contractor, supplier, subcontractor, or consultant under the Contract. The Contractor must notify the Department if it or any of its suppliers, subcontractors, or consultants have been placed on the Suspended Vendor List, Convicted Vendor List, or Discriminatory Vendor List during the term of the Contract.

5.5 Scrutinized Companies - Termination by the Department.
The Department may, at its option, terminate the Contract if the Contractor is found to have submitted a false certification as provided under section 287.135(5), F.S., or been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or been engaged in business operations in Cuba or Syria, or to have been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel.

5.6 Cooperation with Inspector General and Records Retention.
Pursuant to section 20.055(5), F.S., the Contractor understands and will comply with its duty to cooperate with the Inspector General in any investigation, audit, inspection, review, or hearing. Upon request of the Inspector General or any other authorized State official, the Contractor must provide any information the Inspector General deems relevant to the Contractor's integrity or responsibility. Such information may include, but will not be limited to, the Contractor's business or financial records, documents, or files of any type or form that refer to or relate to the Contract. The Contractor will retain such records for the longer of five years after the expiration of the Contract, or the period required by the General Records Schedules maintained by the Florida Department of State, at the Department of State’s Records Management website. The Contractor agrees to reimburse the State of Florida for the reasonable costs of investigation incurred by the Inspector General or other authorized State of Florida official for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the State of Florida which results in the suspension or debarment of the Contractor. Such costs will include but will not be limited to: salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor agrees to impose the same obligations to cooperate with the Inspector General and retain records on any subcontractors used to provide goods or services under the Contract.

SECTION 6. MISCELLANEOUS.

6.1 Subcontractors.
The Contractor will not subcontract any work under the Contract without prior written consent of the Department. The Contractor is fully responsible for satisfactory completion of all its subcontracted work. The Department supports diversity in its procurements and contracts, and requests that the Contractor offer subcontracting opportunities to certified woman-, veteran-, and minority-owned small businesses. The

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Contractor may contact the OSD at osdhelp@dms.myflorida.com for information on certified small business enterprises available for subcontracting opportunities.

6.2 Assignment.
The Contractor will not sell, assign, or transfer any of its rights, duties, or obligations under the Contract without the prior written consent of the Department. However, the Contractor may waive its right to receive payment and assign same upon notice to the Department. In the event of any assignment, the Contractor remains responsible for performance of the Contract, unless such responsibility is expressly waived by the Department. The Department may assign the Contract with prior written notice to the Contractor.

6.3 Independent Contractor.
The Contractor and its employees, agents, representatives, and subcontractors are independent contractors and not employees or agents of the State of Florida and are not entitled to State of Florida benefits. The Department and Customer will not be bound by any acts or conduct of the Contractor or its employees, agents, representatives, or subcontractors. The Contractor agrees to include this provision in all its subcontracts under the Contract.

6.4 Inspection and Acceptance of Commodities.

6.4.1 Risk of Loss.
Matters of inspection and acceptance are addressed in section 215.422, F.S. Until acceptance, risk of loss or damage will remain with the Contractor. The Contractor will be responsible for filing, processing, and collecting all damage claims. To assist the Contractor with damage claims, the Customer will: record any evidence of visible damage on all copies of the delivering carrier's bill of lading; report damages to the carrier and the Contractor; and provide the Contractor with a copy of the carrier's bill of lading and damage inspection report.

6.4.2 Rejected Commodities.
When a Customer rejects a commodity, Contractor will remove the commodity from the premises within ten (10) calendar days after notification of rejection, and the risk of loss will remain with the Contractor. Commodities not removed by the Contractor within ten (10) calendar days will be deemed abandoned by the Contractor, and the Customer will have the right to dispose of such commodities. Contractor will reimburse the Customer for costs and expenses incurred in storing or effecting removal or disposition of rejected commodities.

6.5 Safety Standards.
Performance of the Contract for all commodities or contractual services must comply with requirements of the Occupational Safety and Health Act and other applicable State of Florida and federal requirements.

6.6 Ombudsman.
A Vendor Ombudsman has been established within the Department of Financial Services. The duties of this office are found in section 215.422, F.S., which include disseminating information relative to prompt payment and assisting contractors in receiving their payments in a timely manner from a Customer. The Vendor Ombudsman may be contacted at (850) 413-5516.

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6.7 Time is of the Essence.
Time is of the essence regarding every obligation of the Contractor under the Contract. Each obligation is deemed material, and a breach of any such obligation (including a breach resulting from untimely performance) is a material breach.

6.8 Waiver.
The delay or failure by the Department or the Customer to exercise or enforce any rights under the Contract will not constitute waiver of such rights.

6.9 Modification and Severability.
The Contract may only be modified by written agreement between the Department and the Contractor. Should a court determine any provision of the Contract is invalid, the remaining provisions will not be affected, and the rights and obligations of the Parties will be construed and enforced as if the Contract did not contain the provision held invalid.

6.10 Cooperative Purchasing.
Pursuant to their own governing laws, and subject to the agreement of the Contractor, governmental entities that are not Customers may make purchases under the terms and conditions contained herein, if agreed to by Contractor. Such purchases are independent of the Contract between the Department and the Contractor, and the Department is not a party to these transactions. Agencies seeking to make purchases under this Contract are required to follow the requirements of Rule 60A-1.045(5), F.A.C.

SECTION 7. LIABILITY AND INSURANCE.

7.1 Workers' Compensation Insurance.
The Contractor shall maintain workers' compensation insurance as required under the Florida Workers' Compensation Law or the workers' compensation law of another jurisdiction where applicable. The Contractor must require all subcontractors to similarly provide workers' compensation insurance for all of the latter's employees. In the event work is being performed by the Contractor under the Contract and any class of employees performing the work is not protected under Workers' Compensation statutes, the Contractor must provide, and cause each subcontractor to provide, adequate insurance satisfactory to the Department, for the protection of employees not otherwise protected.

7.2 General Liability Insurance.
The Contractor must secure and maintain Commercial General Liability Insurance, including bodily injury, property damage, products, personal and advertising injury, and completed operations. This insurance must provide coverage for all claims that may arise from performance of the Contract or completed operations, whether by the Contractor or anyone directly or indirectly employed by the Contractor. Such insurance must include the State of Florida as an additional insured for the entire length of the resulting contract. The Contractor is responsible for determining the minimum limits of liability necessary to provide reasonable financial protections to the Contractor and the State of Florida under the resulting contract.

7.3 Florida Authorized Insurers.

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All insurance shall be with insurers authorized and eligible to transact the applicable line of insurance business in the State of Florida. The Contractor shall provide Certification(s) of Insurance evidencing that all appropriate coverage is in place and showing the Department to be an additional insured.

7.4 Performance Bond.
Unless otherwise prohibited by law, the Department may require the Contractor to furnish, without additional cost to the Department, a performance bond or irrevocable letter of credit or other form of security for the satisfactory performance of work hereunder. The Department shall determine the type and amount of security.

7.5 Indemnification.
To the extent permitted by Florida law, the Contractor agrees to indemnify, defend, and hold the Customer and the State of Florida, its officers, employees, and agents harmless from all fines, claims, assessments, suits, judgments, or damages, including consequential, special, indirect, and punitive damages, including court costs and attorney's fees, arising from or relating to violation or infringement of a trademark, copyright, patent, trade secret, or intellectual property right or out of any acts, actions, breaches, neglect, or omissions of the Contractor, its employees, agents, subcontractors, assignees, or delegates related to the Contract, as well as for any determination arising out of or related to the Contract that the Contractor or Contractor's employees, agents, subcontractors, assignees, or delegates are not independent contractors in relation to the Customer. The Contract does not constitute a waiver of sovereign immunity or consent by the Customer or the State of Florida or its subdivisions to suit by third parties. Without limiting this indemnification, the Customer may provide the Contractor (1) written notice of any action or threatened action, (2) the opportunity to take over and settle or defend any such action at Contractor's sole expense, and (3) assistance in defending the action at Contractor's sole expense.

7.6 Limitation of Liability.
Unless otherwise specifically enumerated in the Contract or in the purchase order, neither the Department nor the Customer shall be liable for special, indirect, punitive, or consequential damages, including lost data or records (unless the Contract or purchase order requires the Contractor to back-up data or records), even if the Department or Customer has been advised that such damages are possible. Neither the Department nor the Customer shall be liable for lost profits, lost revenue, or lost institutional operating savings. The Department or Customer may, in addition to other remedies available to them at law or equity and upon notice to the Contractor, retain such monies from amounts due Contractor as may be necessary to satisfy any claim for damages, penalties, costs, and the like asserted by or against them. The State may set off any liability or other obligation of the Contractor or its affiliates to the State against any payments due the Contractor under any contract with the State.

SECTION 8. PUBLIC RECORDS, TRADE SECRETS, DOCUMENT MANAGEMENT, AND INTELLECTUAL PROPERTY.

8.1 Public Records.

8.1.1 Termination of Contract.

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The Department may terminate the Contract for refusal by the Contractor to comply with this section by not allowing access to all public records, as defined in Chapter 119, F. S., made or received by the Contractor in conjunction with the Contract.

8.1.2 Statutory Notice.
Pursuant to section 119.0701(2)(a), F.S., for contracts for services with a contractor acting on behalf of a public agency, as defined in section 119.011(2), F.S., the following applies:

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT THE TELEPHONE NUMBER, EMAIL ADDRESS, AND MAILING ADDRESS PROVIDED IN THE RESULTING CONTRACT OR PURCHASE ORDER.

Pursuant to section 119.0701(2)(b), F.S., for contracts for services with a contractor acting on behalf of a public agency as defined in section 119.011(2), F.S., the Contractor shall:

(a) Keep and maintain public records required by the public agency to perform the service.
(b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law.
(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if the Contractor does not transfer the records to the public agency.
(d) Upon completion of the Contract, transfer, at no cost, to the public agency all public records in possession of the Contractor or keep and maintain public records required by the public agency to perform the service. If the Contractor transfers all public records to the public agency upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

8.2 Protection of Trade Secrets or Otherwise Confidential Information.

8.2.1 Contractor Designation of Trade Secrets or Otherwise Confidential Information.
If the Contractor considers any portion of materials to be trade secret under section 688.002 or 812.081, F.S., or otherwise confidential under Florida or federal law, the Contractor must clearly designate that portion of the materials as trade secret or otherwise confidential when submitted to the Department. The Contractor will be

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responsible for responding to and resolving all claims for access to Contract-related materials it has designated trade secret or otherwise confidential.

8.2.2 Public Records Requests.
If the Department receives a public records request for materials designated by the Contractor as trade secret or otherwise confidential under Florida or federal law, the Contractor will be responsible for taking the appropriate legal action in response to the request. If the Contractor fails to take appropriate and timely action to protect the materials designated as trade secret or otherwise confidential, the Department will provide the materials to the requester.

8.2.3 Indemnification Related to Confidentiality of Materials.
The Contractor will protect, defend, indemnify, and hold harmless the Department for claims, costs, fines, and attorney's fees arising from or relating to its designation of materials as trade secret or otherwise confidential.

8.3 Document Management.
The Contractor must retain sufficient documentation to substantiate claims for payment under the Contract and all other records, electronic files, papers, and documents that were made in relation to this Contract. The Contractor must retain all documents related to the Contract for five (5) years after expiration of the Contract or, if longer, the period required by the General Records Schedules maintained by the Florida Department of State available at the Department of State's Records Management website.

8.4 Intellectual Property.

8.4.1 Ownership.
Unless specifically addressed otherwise in the Contract, the State of Florida shall be the owner of all intellectual property rights to all property created or developed in connection with the Contract.

8.4.2 Patentable Inventions or Discoveries.
Any inventions or discoveries developed in the course, or as a result, of services in connection with the Contract that are patentable pursuant to 35 U.S.C. § 101 are the sole property of the State of Florida. Contractor must inform the Customer of any inventions or discoveries developed or made through performance of the Contract, and such inventions or discoveries will be referred to the Florida Department of State for a determination on whether patent protection will be sought. The State of Florida will be the sole owner of all patents resulting from any invention or discovery made through performance of the Contract.

8.4.3 Copyrightable Works.
Contractor must notify the Department or State of Florida of any publications, artwork, or other copyrightable works developed in connection with the Contract. All copyrights created or developed through performance of the Contract are owned solely by the State of Florida.

SECTION 9. DATA SECURITY.

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The Contractor will maintain the security of State of Florida data including, but not limited to, maintaining a secure area around any displayed visible data and ensuring data is stored and secured when not in use. The Contractor and subcontractors will not perform any of the services from outside of the United States, and the Contractor will not allow any State of Florida data to be sent by any medium, transmitted, or accessed outside the United States due to Contractor's action or inaction. In the event of a security breach involving State of Florida data, the Contractor shall give notice to the Customer and the Department within one business day. "Security breach" for purposes of this section will refer to a confirmed event that compromises the confidentiality, integrity, or availability of data. Once a data breach has been contained, the Contractor must provide the Department with a post-incident report documenting all containment, eradication, and recovery measures taken. The Department reserves the right in its sole discretion to enlist a third party to audit Contractor's findings and produce an independent report, and the Contractor will fully cooperate with the third party. The Contractor will also comply with all HIPAA requirements and any other state and federal rules and regulations regarding security of information.

SECTION 10. GRATUITIES, LOBBYING, AND COMMUNICATIONS.

10.1 Gratuities.
The Contractor will not, in connection with this Contract, directly or indirectly (1) offer, give, or agree to give anything of value to anyone as consideration for any State of Florida officer's or employee's decision, opinion, recommendation, vote, other exercise of discretion, or violation of a known legal duty, or (2) offer, give, or agree to give to anyone anything of value for the benefit of, or at the direction or request of, any State of Florida officer or employee.

10.2 Lobbying.
In accordance with sections 11.062 and 216.347, F.S., Contract funds are not to be used for the purpose of lobbying the Legislature, the judicial branch, or the Department. Pursuant to section 287.058(6), F.S., the Contract does not prohibit the Contractor from lobbying the executive or legislative branch concerning the scope of services, performance, term, or compensation regarding the Contract after the Contract is executed and during the Contract term.

10.3 Communications.

10.3.1 Contractor Communication or Disclosure.
The Contractor shall not make any public statements, press releases, publicity releases, or other similar communications concerning the Contract or its subject matter or otherwise disclose or permit to be disclosed any of the data or other information obtained or furnished in compliance with the Contract, without first notifying the Customer's Contract Manager and securing the Customer's prior written consent.

10.3.2 Use of Customer Statements.
The Contractor shall not use any statement attributable to the Customer or its employees for the Contractor's promotions, press releases, publicity releases, marketing, corporate communications, or other similar communications, without first notifying the Customer's Contract Manager and securing the Customer's prior written consent.

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SECTION 11. CONTRACT MONITORING.

11.1 Performance Standards.
The Contractor agrees to perform all tasks and provide deliverables as set forth in the Contract. The Department and the Customer will be entitled at all times, upon request, to be advised as to the status of work being done by the Contractor and of the details thereof.

11.2 Performance Deficiencies and Financial Consequences of Non-Performance.

11.2.1 Proposal of Corrective Action Plan.
In addition to the processes set forth in the Contract (e.g., service level agreements), if the Department or Customer determines that there is a performance deficiency that requires correction by the Contractor, then the Department or Customer will notify the Contractor. The correction must be made within a time-frame specified by the Department or Customer. The Contractor must provide the Department or Customer with a corrective action plan describing how the Contractor will address all performance deficiencies identified by the Department or Customer.

11.2.2 Retainage for Unacceptable Corrective Action Plan or Plan Failure.
If the corrective action plan is unacceptable to the Department or Customer, or implementation of the plan fails to remedy the performance deficiencies, the Department or Customer will retain ten percent (10%) of the total invoice amount. The retainage will be withheld until the Contractor resolves the performance deficiencies. If the performance deficiencies are resolved, the Contractor may invoice the Department or Customer for the retained amount. If the Contractor fails to resolve the performance deficiencies, the retained amount will be forfeited to compensate the Department or Customer for the performance deficiencies.

11.3 Performance Delay.

11.3.1 Notification.
The Contractor will promptly notify the Department or Customer upon becoming aware of any circumstances that may reasonably be expected to jeopardize the timely and successful completion (or delivery) of any commodity or contractual service. The Contractor will use commercially reasonable efforts to avoid or minimize any delays in performance and will inform the Department or the Customer of the steps the Contractor is taking or will take to do so, and the projected actual completion (or delivery) time. If the Contractor believes a delay in performance by the Department or the Customer has caused or will cause the Contractor to be unable to perform its obligations on time, the Contractor will promptly so notify the Department and use commercially reasonable efforts to perform its obligations on time notwithstanding the Department’s delay.

11.3.2 Liquidated Damages.
The Contractor acknowledges that delayed performance will damage the DepartmentCustomer, but by their nature such damages are difficult to ascertain. Accordingly, the liquidated damages provisions stated in the Contract documents will apply. Liquidated damages are not intended to be a penalty and are solely intended to compensate for damages.

11.4 Force Majeure, Notice of Delay, and No Damages for Delay.

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The Contractor will not be responsible for delay resulting from its failure to perform if neither the fault nor the negligence of the Contractor or its employees or agents contributed to the delay, and the delay is due directly to fire, explosion, earthquake, windstorm, flood, radioactive or toxic chemical hazard, war, military hostilities, terrorism, civil emergency, embargo, riot, strike, violent civil unrest, or other similar cause wholly beyond the Contractor's reasonable control, or for any of the foregoing that affect subcontractors or suppliers if no alternate source of supply is available to the Contractor. The foregoing does not excuse delay which could have been avoided if the Contractor implemented any risk mitigation required by the Contract. In case of any delay the Contractor believes is excusable, the Contractor will notify the Department in writing of the delay or potential delay and describe the cause of the delay either (1) within ten (10) calendar days after the cause that created or will create the delay first arose, if the Contractor could reasonably foresee that a delay could occur as a result, or (2) if delay is not reasonably foreseeable, within five (5) calendar days after the date the Contractor first had reason to believe that a delay could result. The foregoing will constitute the Contractor's sole remedy or excuse with respect to delay. Providing notice in strict accordance with this paragraph is a condition precedent to such remedy. No claim for damages will be asserted by the Contractor. The Contractor will not be entitled to an increase in the Contract price or payment of any kind from the Department for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference, or hindrance from any cause whatsoever. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist the Contractor will perform at no increased cost, unless the Department determines, in its sole discretion, that the delay will significantly impair the value of the Contract to the State of Florida or to Customers, in which case the Department may (1) accept allocated performance or deliveries from the Contractor, provided that the Contractor grants preferential treatment to Customers and the Department with respect to commodities or contractual services subjected to allocation, or (2) purchase from other sources (without recourse to and by the Contractor for the related costs and expenses) to replace all or part of the commodity or contractual services that are the subject of the delay, which purchases may be deducted from the Contract quantity, or (3) terminate the Contract in whole or in part.

SECTION 12. CONTRACT AUDITS.

12.1 Performance or Compliance Audits.
The Department may conduct or have conducted performance and/or compliance audits of the Contractor and subcontractors as determined by the Department. The Department may conduct an audit and review all the Contractor's and subcontractors' data and records that directly relate to the Contract. To the extent necessary to verify the Contractor's fees and claims for payment under the Contract, the Contractor's agreements or contracts with subcontractors, partners, or agents of the Contractor, pertaining to the Contract, may be inspected by the Department upon fifteen (15) calendar days' notice, during normal working hours and in accordance with the Contractor's facility access procedures where facility access is required. Release statements from its subcontractors, partners, or agents are not required for the Department or its designee to conduct compliance and performance audits on any of the Contractor's contracts relating to this Contract. The Inspector General, in accordance with section 5.6, the State of Florida's Chief Financial Officer, the Office of the Auditor General also have authority to perform audits and inspections.

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12.2 Payment Audit.
Records of costs incurred under terms of the Contract will be maintained in accordance with section 8.3 of these Special Contract Conditions. Records of costs incurred will include the Contractor's general accounting records, together with supporting documents and records of the Contractor and all subcontractors performing work, and all other records of the Contractor and subcontractors considered necessary by the Department, the State of Florida's Chief Financial Officer, or the Office of the Auditor General.

SECTION 13. BACKGROUND SCREENING AND SECURITY.

13.1 Background Check.
The Department or Customer may require the Contractor to conduct background checks of its employees, agents, representatives, and subcontractors as directed by the Department or Customer. The cost of the background checks will be borne by the Contractor. The Department or Customer may require the Contractor to exclude the Contractor's employees, agents, representatives, or subcontractors based on the background check results. In addition, the Contractor must ensure that all persons have a responsibility to self-report to the Contractor within three (3) calendar days any arrest for any disqualifying offense. The Contractor must notify the Contract Manager within twenty-four (24) hours of all details concerning any reported arrest. Upon the request of the Department or Customer, the Contractor will re-screen any of its employees, agents, representatives, and subcontractors during the term of the Contract.

13.2 E-Verify.
The Contractor must use the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired during the term of the Contract for the services specified in the Contract. The Contractor must also include a requirement in subcontracts that the subcontractor must utilize the E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the Contract term. In order to implement this provision, the Contractor must provide a copy of its DHS Memorandum of Understanding (MOU) to the Contract Manager within five (5) calendar days of Contract execution. If the Contractor is not enrolled in DHS E-Verify System, it will do so within five (5) calendar days of notice of Contract award and provide the Contract Manager a copy of its MOU within five (5) calendar days of Contract execution. The link to E-Verify is https://www.uscis.gov/e-verify. Upon each Contractor or subcontractor new hire, the Contractor must provide a statement within five (5) calendar days to the Contract Manager identifying the new hire with its E-Verify case number.

13.3 Disqualifying Offenses.
If at any time it is determined that a person has been found guilty of a misdemeanor or felony offense as a result of a trial or has entered a plea of guilty or nolo contendere, regardless of whether adjudication was withheld, within the last six (6) years from the date of the court's determination for the crimes listed below, or their equivalent in any jurisdiction, the Contractor is required to immediately remove that person from any position with access to State of Florida data or directly performing services under the Contract. The disqualifying offenses are as follows:

(a) Computer related crimes;
(b) Information technology crimes;

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(c) Fraudulent practices;
(d) False pretenses;
(e) Frauds;
(f) Credit card crimes;
(g) Forgery;
(h) Counterfeiting;
(i) Violations involving checks or drafts;
(j) Misuse of medical or personnel records; and
(k) Felony theft.

13.4 Confidentiality.
The Contractor must maintain confidentiality of all confidential data, files, and records related to the commodities or contractual services provided pursuant to the Contract and must comply with all state and federal laws, including, but not limited to sections 381.004, 384.29, 392.65, and 456.057, F.S. The Contractor's confidentiality procedures must be consistent with the most recent version of the Department security policies, protocols, and procedures. The Contractor must also comply with any applicable professional standards with respect to confidentiality of information.

SECTION 14. WARRANTY OF CONTRACTOR'S ABILITY TO PERFORM.

The Contractor warrants that, to the best of its knowledge, there is no pending or threatened action, proceeding, or investigation, or any other legal or financial condition, that would in any way prohibit, restrain, or diminish the Contractor's ability to satisfy its Contract obligations. The Contractor warrants that neither it nor any affiliate is currently on the Suspended Vendor List, Convicted Vendor List, or the Discriminatory Vendor List, or on any similar list maintained by any other state or the federal government. The Contractor shall immediately notify the Department in writing if its ability to perform is compromised in any manner during the term of the Contract.

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Information Technology Staff Augmentation Services
Contract No. 80101507-21-STC-ITSA

Contract Exhibit F
Resume Self-Certification Form

Contractor's candidates shall complete this Resume Self-Certification Form. Completed Resume Self-Certification Forms shall be submitted within the Contractor's response to Customer's requests for quote.

"I the undersigned do hereby certify, under the penalty of perjury, that information in my resume submitted for consideration of the State of Florida contract position is true, correct, complete, and made in good faith to the best of my knowledge and belief. If an omission, falsification, misstatement, or misrepresentation has been made regarding my education, work ability, experience, employment history, and/or fitness for employment as a contractor, I may be disqualified as a contractor, and the matter will be reported to appropriate agency or law enforcement personnel. I understand that there may be civil and/or criminal penalties for misrepresenting pertinent information in connection with contract positions, including, but not limited to, penalties available under sections 287.133 or 817.566, Florida Statutes. I further understand that if I am not a United States citizen, violation cases may be reported to the US Department of Homeland Security for potential deportation."

"In addition, I the undersigned do hereby consent to the release of my information by employers, educational institutions, law enforcement agencies, and other individuals and organizations to investigators and other authorized agents of Florida for verification and investigation purposes. I understand that any documents submitted to procure a contract(s) with the State of Florida, including resumes, are public records."

_____
Print Full Legal Name of Candidate

_____ _____
Candidate's Signature Date

_____ _____
Candidate's Form of Identification Presented Identification number

_____ _____ _____ _____
Contractor's Witness Signature One Date Contractor's Witness Signature Two Date

_____ _____
Print Name Contractor's Witness One Print Name Contractor's Witness Two

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Information Technology Staff Augmentation Services
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Contract Exhibit G
Contractor Selection Justification Form

Customers shall complete this Contractor Selection Justification Form for each candidate selected and attach all completed forms to the purchase order.

Date: _____

Contractor's Name: _____

Contractor's Contact Information:
Address: _____
_____
_____
Phone: _____
Email: _____

Candidate's Name: _____

Date Candidate will be available: _____

Hourly rate of candidate: $_____

Position candidate recommended for: _____

Justification for selection of candidate:
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Agency: _____ Division/Section/Unit: _____

Printed Name: _____ Title: _____

Signature _____ Date: _____

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Information Technology Staff Augmentation Services
Contract No. 80101507-21-STC-ITSA

Contract Exhibit H
Contractor Performance Survey

Note: This is an example of the questions contained in the Contractor Performance Survey. The actual survey will be provided in electronic form. Customers shall complete this Contractor Performance Survey for each Contractor on a quarterly basis. Customers will electronically submit the completed Contractor Performance Survey(s) to the Department Contract Manager no later than the due date indicated the Scope of Work.

Contractor's Name: _____ Quarter: _____

Purchase Order (PO) Number: _____ PO Total $ Amount: _____

PO Starting Date _____ Ending Date _____

Please review the attached Rating Definitions and provide your opinion by rating the following:

Quality of Service
1. Effectiveness performing tasks 3 ❒ 2 ❒ 1 ❒
2. Quality & completeness of work 3 ❒ 2 ❒ 1 ❒

Cost Control
3. Accurately estimated and controlled costs to complete work 3 ❒ 2 ❒ 1 ❒
4. Submitted, timely, accurate & complete invoices 3 ❒ 2 ❒ 1 ❒

Timeliness of Performance
5. Adherence to delivery schedule (major tasks, milestones) 3 ❒ 2 ❒ 1 ❒
6. Timely, current & complete reporting, tracking & documentation 3 ❒ 2 ❒ 1 ❒

Business Relations
7. Effectively communicated with Agency management & staff 3 ❒ 2 ❒ 1 ❒
8. Contractor staff was professional, cooperative & flexible 3 ❒ 2 ❒ 1 ❒

Customer Satisfaction
9. Overall Satisfaction with Contractor 3 ❒ 2 ❒ 1 ❒

Comments:

_____

_____

Agency: _____ Division/Section/Unit: _____

Rater's Printed Name: _____ Title: _____

Rater's Signature _____ Date: _____

Phone Number: _____ Email Address: _____

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Contractor Performance Survey
Rating Definitions

Excellent (3)

- There are no quality problems.
- There are no cost issues.
- There are no delays.
- Responses to inquiries, technical, service, and administrative issues are effective and responsive.

Acceptable (2)

- Non-conformances do not impact achievement of contract requirements.
- Cost issues do not impact achievement of contract requirements.
- Delays do not impact achievement of contract requirements.
- Response to inquiries, technical, service, and administrative issues is usually effective and responsive.

Poor (1)

- Non-conformances are compromising the achievement of contract requirements.
- Cost issues are compromising performance of contract requirements.
- Delays are compromising the achievement of contract requirements.
- Response to inquiries, technical, service, and administrative issues is not effective and responsive.

Scoring: Ratings will be averaged together and then rounded to achieve the Overall Contractor Performance Rating.

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CONTRACT EXHIBIT I
PREFERRED PRICING AFFIDAVIT

This preferred-pricing affidavit is entered into in accordance with section 216.0113, F.S., and as required by Contract No. 80101507-21-STC-ITSA ("Contract") between _____ ("Contractor") and the Department of Management Services.

As the person authorized by Contractor to sign this affidavit, I attest that the Contractor is in full compliance with the preferred-pricing clause of the Contract.

Contractor's Name: _____

By: _____

Signature Printed Name/Title

Date: _____

STATE OF _____ COUNTY OF _____

Sworn to (or affirmed) and subscribed before me this _____ day of _____, by _____.

_____
Signature of Notary
(Print, Type, or Stamp Commissioned Name of Notary Public)

[Check One] ____ Personally Known OR ____Produced the following I.D. _____

Vendor Name: _____ FEIN#_____
Vendor's Authorized Representative Name and Title: _____
Address:
City, State, and Zip code: _____
Phone Number: (___) ___-____ E-mail: _____
CORPORATE SEAL (IF APPLICABLE)

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Director, Systems and Programming **Job#: 1200**

General Characteristics

Responsible for the full systems development life cycle management of projects/programs. Provides direction for technical and business resources. Actively participates in long-range strategy planning and manages policy development to address complex business issues, provides leadership to cross-functional teams. Serves as the primary point of contact from project/program inception to delivery. Defines and develops project management infrastructure, manages a methodology driven quality plan, monitors and controls the quality of the deliverable, as well as manages the project completion process through customer acceptance. Works with business unit managers and forms alliances on projects, operational decisions, scheduling requirements/conflicts and vendor contract clarification.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business/industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders. Requires advanced technical and business knowledge in software development life cycle, quality assurance, project management and other related disciplines/processes.

Breadth:

Senior level management in systems analysis and applications development. Has overall responsibility for department decisions and management. Provides strategic direction, coaches and mentors more junior management staff and/or senior technical staff. Accountable for IT functional/departmental results. Frequently reports to a Chief Information Officer or Chief Technology Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Manager, Applications Development **Job#: 1210**

General Characteristics

Coordinates systems analysis and applications development activities through direct and indirect staff. Directs development teams in the areas of scheduling, technical direction, future planning and standard development practices. Participates in budgeting and capital equipment processes and quality improvement activities for the development organization. Meets scheduled milestones to ensure project/ program objectives are met in a timely manner and has an in-depth knowledge of the principles, theories, practices and techniques for managing the activities related to planning, managing and implementing systems analysis and applications development projects and programs.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business work experience including managing team(s) in systems analysis and/or programming functions.

Breadth:

Middle level management in systems analysis and programming functions. Typically manages and mentors supervisors, project leads and/or technical staff. Works under general direction of senior level management. Frequently reports to a Director, Systems and Programming, Departmental IT Executive or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Applications Architect **Job#: 1220**

General Characteristics

Provides design recommendations based on long-term IT organization strategy. Develops enterprise level application and custom integration solutions including major enhancements and interfaces, functions and features. Uses a variety of platforms to provide automated systems applications to customers. Provides expertise regarding the integration of applications across the business. Determines specifications, then plans, designs, and develops the most complex and business critical software solutions, utilizing appropriate software engineering processes—either individually or in concert with project team. Will assist in the most difficult support problems.

Develops programming and development standards and procedures as well as programming architectures for code reuse. Has in-depth knowledge of state-of-the art programming languages and object-oriented approaches in designing, coding, testing and debugging programs. Understands and consistently applies the attributes and processes of current application development methodologies. Researches and maintains knowledge in emerging technologies and possible application to the business. Viewed both internally and externally as a technical expert and critical technical resource across multiple disciplines. Acts as an internal consultant, advocate, mentor and change agent.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of experience in multiple IT areas and 2–3 years of relevant architecture experience. Requires advanced to expert level knowledge and understanding of architecture, applicationssystems design and integration.

Complexity:

Expert/lead technical role. Typically works on multiple IT projects as a project leader. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Enterprise Application Integration (EAI) Engineer **Job#: 1230**

General Characteristics

Responsible for developing and deploying integrated solutions aimed at modernizing, consolidating and coordinating the independently designed applications within and across the enterprises. Determines how existing applications, legacy systems, databases, Web interfaces and/or hardware logic, which may be currently operating on multiple platforms, work together to meet the new and emerging enterprise requirements. Develops methods to efficiently reuse existing components. Works with users to gather business requirements, performs database analysis, codes and tests middleware routines to ensure successful and seamless communication among the various IT systems and applications components. Participates in component and data architecture design, software product evaluation and buy vs. build recommendations. Possesses skills and knowledge of Enterprise Application Integration (EAI) methodologies and processes such as object-oriented programming, distributed, cross-platform program communication using message brokers with Common Object Request Broker Architecture, enterprise-wide content and data distribution using common databases and data standards implemented with the Extensible Markup Language (XML), middleware applications and message queuing approaches.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 5 years of programming/systems analysis experience with emphasis in applications andsystems architectural design and development, database and middleware technologies.

Complexity:

Advanced professional level role. Works on projects that may span a broad range of systems and enterprise-wide complex components. Requires in-depth knowledge across multiple technical environments and possesses increased level of business knowledge. Works on major projects providing subject matter expertise and technical direction to more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Systems Analyst **Job#: 1240**

General Characteristics

Responsible for the design and development of IT systems. Develops design and functional specifications, produces deliverables related to the project(s) assigned and assists in post implementation support and system enhancements. Responsible for selecting appropriate C.A.S.E. tools to develop systems and software. Responsible for gathering, compiling and synthesizing information with regard to technology processes or systems. Possesses experience in minicomputer or client/server environments including the implementation and support of resource planning, sales automation, marketing, financial and distribution systems.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of systems analysis/programming experience.

Complexity:

Intermediate professional level role. Develops systems solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or sometimes as a project lead. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: APPLICATIONS DEVELOPMENT

Job Title: Applications Development Analyst **Job#: 1250**

General Characteristics

Works closely with customers, business analysts, and team members to understand business requirements that drive the analysis and design of quality technical solutions. These solutions must be aligned with business and IT strategies and comply with the organization's architectural standards. Involved in the full systems life cycle and is responsible for designing, coding, testing, implementing, maintaining and supporting applications software that is delivered on time and within budget. Makes recommendations towards the development of new code or reuse of existing code. Responsibilities may also include participation in component and data architecture design, performance monitoring, product evaluation and buy vs. build recommendations. Has experience in systems analysis, design and a solid understanding of development, quality assurance and integration methodologies.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of programming/systems analysis experience.

Complexity:

Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project lead. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: DATA STRATEGY AND MANAGEMENT

Job Title: Database Manager **Job#: 1400**

General Characteristics

Responsible for ensuring the design, maintenance and implementation of database management systems, which provides the organization with orderly methods of data storage and controlled access to data. Possesses the technical expertise to provide leadership and manage the design and development of the organization's database environment. Ensures the design and installation of database management system applications and the establishment of the appropriate linkages to existing database applications and to other data processing systems. Ensures the development of a backup and recovery scheme for the database environment and the development and implementation of disaster recovery and business continuance procedures.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of experience in development, implementation and maintenance of database management systems across multiple platforms. Requires prior management, supervisory or team leader experience including project management experience.

Breadth:

Middle level management in database management and administration functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to a Chief Technology Officer, IT Chief Operating Officer, Director, Systems and Programming, Operating Unit IT Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: DATA STRATEGY AND MANAGEMENT

Job Title: Data Architect **Job#: 1410**

General Characteristics

Responsible for enterprise-wide data design, balancing optimization of data access with batch loading and resource utilization factors. Knowledgeable in most aspects of designing and constructing data architectures, operational data stores, and data marts. Focuses on enterprise-wide data modeling and database design. Defines data architecture standards, policies and procedures for the organization, structure, attributes and nomenclature of data elements, and applies accepted data content standards to technology projects. Responsible for business analysis, data acquisition and access analysis and design, Database Management Systems optimization, recovery strategy and load strategy design and implementation.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of experience with large and complex database management systems.

Complexity:

Expert/lead technical role. Defines and plans database architectures for enterprise systems. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: DATA STRATEGY AND MANAGEMENT

Job Title: Data Modeler **Job#: 1420**

General Characteristics
Accountable for analyzing and developing complex logical database designs, logical data models and relational data definitions in support of corporate and customer information systems requirements. Understands the methodologies and technologies that depict the flow of data within and between technology systems and business functions/operations. Responsible for the identification and resolution of information flow, content issues and the transformation of business requirements into logical data models. This position identifies opportunities to reduce data redundancy, trends in data uses and single sources of data.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 4 years of IT work experience in data modeling, data analysis, relational DBMS design and support and relevant computing environments.

Complexity:
Intermediate professional level role. Designs logical data models of low to medium complexity. Works on small to large, complex projects that require increased skill in multiple technical environments. Works on one or more projects as a project team member or sometimes as a project lead. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: DATA STRATEGY AND MANAGEMENT

Job Title: Database Analyst **Job#: 1430**

General Characteristics

Responsible for designing, modeling, developing and supporting Database Management Systems (DBMS). Analyzes data requirements, application and processing architectures, data dictionaries, and database schema(s), and then designs, develops, amends, optimizes, and certifies database schema design to meet system(s) requirements. Gathers, analyzes, and normalizes relevant information related to, and from business processes, functions, and operations to evaluate data credibility and determine relevance and meaning. Develops database and warehousing designs across multiple platforms and computing environments. Develops an overall data architecture that supports the information needs of the business in a flexible but secure environment.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in DBA, DBMS design and support and relevant computing environments.

Complexity:

Intermediate professional level role. Designs and supports DBMS of low to medium complexity. Works on one or more projects as a project team member or sometimes as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: DATA STRATEGY AND MANAGEMENT

Job Title: Database Administrator **Job#: 1440**

General Characteristics

Manages and maintains all production and non-production databases. Responsible for standards and design of physical data storage, maintenance, access and security administration. Performs backup and recovery on Database Management Systems, configures database parameters, and prototype designs against logical data models, defines data repository requirements, data dictionaries and warehousing requirements. This position optimizes database access and allocates/re-allocates database resources for optimum configuration, database performance and cost.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of experience working with various database management systems in database design, testing, implementation, maintenance and administration in a multiple platform environment.

Complexity:

Intermediate professional level role. Supports multiple services and multiple databases of medium to high complexity (complexity defined by database size, technology used, systems feeds and interfaces) with multiple concurrent users, ensuring control, integrity and accessibility of data. Works on multiple projects as a project leader or sometimes as a project advisor. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: QUALITY ASSURANCE

Job Title: Manager, Quality Assurance **Job#: 1600**

General Characteristics

Responsible for managing the definition, implementation and integration of quality principles and quality processes into the design and development of software and IT processes. Ensures that quality methods and procedures are executed. Ensures that products, applications, and systems are in compliance with established quality standards, and meet customer requirements. Analyzes best-in-class processes, establishes customer satisfaction metrics, understands the interaction and relationship of business operations and operating systems and network processes. Champions the application of quality principles in business and IT processes through training, meeting and team facilitation, communication programs and team building activities. Responsible for researching, developing and implementing testing methods and procedures. Ensures that products meet the highest quality standards. Monitors and reports on defects.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of systems development and business experience. Experience in developing and conducting test processes for multiple types of systems, client users and/or units across an organization. Requires prior management, supervisory or team leader experience.

Breadth:

Middle level management in quality assurance functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Acts as a project leader and a subject matter expert on multiple and complex projects. Frequently reports to a IT Chief Operating Officer, Operating Unit IT Executive, Departmental IT Executive or Director, Systems and Programming.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: QUALITY ASSURANCE

Job Title: Quality Engineering Consultant **Job#: 1610**

General Characteristics

Responsible for establishing and implementing quality assurance and compliance processes for the IT organization. Works closely with IT leaders to develop and implement an overall quality maturity roadmap and plan for each IT functional area. Works with development, testing and production teams to develop, publish and implement software quality assurance plans. Reviews progress toward the plan regularly with IT leaders, technical teams and customers to make modifications as necessary. Establishes internal IT service quality control standards, policies and procedures. Monitors, evaluates, manages and executes audit processes to ensure compliance. Coordinates and facilitates quality assurance activities across projects with project managers. Provides guidance and subject matter expertise to IT teams on QA methodologies and processes, educates them on their responsibilities/accountabilities for the purpose of achieving on-time and quality deliverables. Makes recommendations and directs improvements to the software development lifecycle process. Documents non-compliance to policies, process and standards and assists in their resolution. Analyzes and identifies trends in IT performance metrics. Designs, monitors and analyzes performance metrics program for quality improvement initiatives. Conducts audits and analyzes findings to develop appropriate corrective action recommendations. Provides training on established processes and policies. Needed skills and knowledge include systems lifecycle development, project management, quality management and improvement methodologies and standards such as Total Quality Management (TQM), Six Sigma and the Software Engineering Institute—Capability Maturity Model (SEI-CMM).

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business experience, with at least 5 years in Quality Assurance, 2 to 3 years of audit or assessment or other relevant experience.

Complexity:

Expert/lead technical role. Provides strategic direction, guidance and integrated solutions to enterprise-wide quality engineering initiatives. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: QUALITY ASSURANCE

Job Title: Quality Assurance Analyst **Job#: 1620**

General Characteristics

Responsible for developing and executing formal test plans to ensure the delivery of quality software applications. Involved in test planning, writing test cases/scripts, test case automation and test execution. Defines and tracks quality assurance metrics such as defects, defect counts, test results and test status. Collects and analyzes data for software process evaluation and improvements, and integrates them into business processes to address the business needs. Documents all problems and assists in their resolution. Delivers quality process training to technical staff and acts as an internal quality consultant to advise or influence business or technical partners. Performs quality audits across the various IT functions to ensure quality standards, procedures and methodologies are being followed.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or similar. Or equivalent work experience.

Experience:

A minimum of 3 years of systems development, testing and/or business experience.

Complexity:

Intermediate professional level role. Works on projects of moderate to high complexity within one or more development environments. Works on multiple programs/systems as a project team member. Considered a subject matter expert for a single program/system. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TECHNOLOGY RESEARCH

Job Title: Manager, Technology Research **Job#: 1800**

General Characteristics

Understands the strategic direction of enterprise and the supporting IT systems and architectures. Maintains knowledge of emerging technological trends and utilizes this knowledge to educate both IT and the business on opportunities to build better IT solutions that support and drive business decisions. Assists in the definition of the architecture and technology needs of the organization based on new and emerging technologies, and establishes priorities and strategies consistent with business goals and economic viability. Establishes foundation architecture for organization to standardize on hardware and software usage. Serves as a consultant and advisor to senior IT leadership on advanced technologies and evaluates the business impact through cost/benefit analysis. Recommends and incorporates technology with long-term business plans. Transfers knowledge of key learnings throughout the enterprise, and establishes and communicates strategic and technological plans.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for systemsdevelopment and architecture functions.

Breadth:

Middle level management in technology research area. Works under general direction from senior level management. Works on multiple programs as a project team leader and a subject matter expert. Manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to a Chief Technology Officer, Operating Unit IT Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TECHNOLOGY RESEARCH

Job Title: Technology Research Analyst **Job#: 1810**

General Characteristics

Maintains a strong understanding of the enterprise's IT systems and architectures. Assists in the analysis of the requirements for the enterprise and applying emerging technologies to support long-term business objectives. Responsible for researching, collecting, and disseminating information on emerging technologies and key learnings throughout the enterprise. Researches and recommends changes to foundation architecture. Supports research projects to identify and evaluate emerging technologies. Interfaces with users and staff to evaluate possible implementation of the new technology in the enterprise, consistent with the goal of improving existing systems and technologies and in meeting the needs of the business. Analyzes and researches process of deployment and assists in this process.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in architecture design, systems analysis and development.

Complexity:

Intermediate professional level role. Works on projects of moderate to high complexity across multiple computing environments. Works on multiple projects as a project team member. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CLIENT TECHNOLOGIES

Job Title: Manager, Client Technologies **Job#: 2000**

General Characteristics

Responsible for providing IT users with desktop equipment and support, determining user needs and incorporating them into the design and overall plan for desktop support. The range of accountabilities minimally covers hardware and software planning, vendor selection, acquisition, Tier 2 problem resolution, set-up, integration, testing and installation. Works with organizations supported to establish performance metrics to ensure needs are being properly met. Monitors and analyzes performance metrics, sharing results with users. Organizes and coordinates the activities associated with installation, deployment and upgrade of software, hardware and network facilities as it relates to the desktop environment. Desktop applications may include productivity tools, email, and applications that are used by groups without programming customization. Evaluates and provides techniques for increasing user desktop productivity.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for desktop support function. Experience in managing support operation in a 24x7, multi-site environment. Experience with budgeting, expense management and contract management.

Breadth:

Middle level management in PC/desktop support and maintenance functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to an IT Chief Operating Officer, Operating Unit IT Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CLIENT TECHNOLOGIES

Job Title: Client Technologies Analyst **Job#: 2010**

General Characteristics

Configures, installs, monitors and maintains IT users' desktop software and hardware; supports mobile workforce. Provides consultation to IT users for all aspects of end-user computing and desktop-based LAN systems software. Provides technical support and guidance through Tier 2 support and works with vendors to resolve Tier 3 issues. Responsible for documenting solutions to problems and developing end-user guidelines. May provide on-site training to users. Evaluates, maintains, modifies (e.g., creates macros, templates) and documents desktop application packages, participates in the testing and evaluation of new desktop packages and implements prototypes. Consults with and makes recommendations to IT users on selection of hardware and software products to address business requirements.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in supporting desktop software and hardware products and problem solving/troubleshooting.

Complexity:

Intermediate professional level role. Provides maintenance and support for moderately complex to complex client products. Works on one or more projects concurrently as a project team member. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CLIENT TECHNOLOGIES

Job Title: Client Technologies Technician **Job#: 2020**

General Characteristics

Configures and installs software for IT users' desktops and laptops. Involved in the installation and rollout of new software packages, upgrades and new desktop hardware. Maintains desktop software and hardware; supports mobile workforce. Provides Tier 2 support to IT users for basic software and hardware of end-user computing and desktop-based LAN systems. Troubleshoots problems using scripts and checklists as guides. Escalates to Tier 3 support when necessary. Documents problems and resolutions. May perform end-user training. Strong customer service skills are important in this position. Participates in the testing and evaluation of new desktop packages and implements prototypes.

Dimensions

Education:

Associate's or Bachelor's Degree, or technical institute degree/certificate. Or equivalent work experience.

Experience:

A minimum of 1 year of IT work experience with demonstrated working knowledge of the basic hardwareand software products and problem solving/troubleshooting skills.

Complexity:

Learner/entry level role. Provides maintenance and support for basic client products, peripherals, network and physical moves. Works on one project at a time as a project team member. Functions, somewhat independently, under direction of senior technician or supervisor/manager. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CUSTOMER SUPPORT

Job Title: Manager, Customer Support **Job#: 2200**

General Characteristics

Defines service levels, service agreements and manages the help desk operation. Establishes processes to identify, track, escalate, resolve and report customer problems. Jointly, with the customer, defines standards and measures for quality and customer satisfaction requirements. Analyzes the technical performance and reliability of products, systems and services against identified industry standards to ensure customer satisfaction. Responsible for developing and implementing technical service restorations and troubleshooting procedures for identifying, testing and diagnosing computer system and peripheral equipment faults.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for desktop support, customer service and/or production support in multi-platform environments.

Breadth:

Middle level management in help desk/customer support functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to an IT Chief Operating Officer, Operating Unit IT Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CUSTOMER SUPPORT

Job Title: Customer Support Analyst **Job#: 2210**

General Characteristics

Responsible for Tier 1 and 2 software and hardware support. Provides technical advice, guidance and informal training to customers using hardware and software programs. Troubleshoots and restores routine technical service and equipment problems by analyzing, identifying and diagnosing faults and symptoms using established processes and procedures. Performs root cause analysis and develops checklists for typical problems. Recommends procedures and controls for problem prevention. Maintains knowledge database and call tracking database to enhance quality of problem resolutions. Works in a team setting, sharing information and assisting others with calls.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of IT work experience with demonstrated working knowledge of basic to moderately complex hardware and software products and problem solving/troubleshooting skills.

Complexity:

Intermediate professional level role. Provides Tier 1 and Tier 2 support of medium to high complexity. Works in a team as a team member. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: CUSTOMER SUPPORT

Job Title: Customer Support Technician **Job#: 2220**

General Characteristics
Responsible for Tier I software and hardware support. Diagnoses and resolves problems using documented procedures and checklists in the performance of most responsibilities. Enters call data into a tracking system. Escalates problems to higher level technical support professionals when necessary. Assists in the resolution of application, hardware and software problems.

Dimensions
Education:
Associate's or Bachelor's Degree, or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 1 year of IT work experience in computer systems or support with demonstrated working knowledge of basic hardware and software products and problem solving/troubleshooting skills.

Complexity:
Learner/entry level role. Provides Tier 1 support of low to medium complexity. Functions, somewhat independently, under general direction of more senior customer service representatives, supervisors or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Director, Network Operations **Job#: 2400**

General Characteristics

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business/industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders. Experience in areas such as data communications software and hardware, network administration, support and maintenance.

Breadth:

Senior level management in network operations and management functions. Has overall responsibility for department decisions and management. Provides strategic direction, coaches and mentors more junior management staff. Accountable for IT functional/departmental results. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Manager, Network Operations **Job#: 2410**

General Characteristics
Responsible for network operations and service levels for data and voice networking equipment and software including mainframe equipment, PBX, mid-range and network processing devices. Develops and implements standards, procedures, and processes for the network operations group. Plans and manages the support of new technologies (including wireless), network performance, and reliability. Defines and negotiates service level agreements. Oversees and coordinates the daily activities of the network operations center. Plans for human resources, equipment arrangements, electrical power and cable requirements for telecommunications and information processing equipment.

Dimensions
Education:
Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 7 years of IT work experience including managing team(s) responsible for technical servicefor hardware/software engineering, support and maintenance in LAN/WAN and multi-platform environment.

Breadth:
Middle level management in network operations functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Frequently reports to an IT Chief Operating Officer, Director, Network Operations or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Network Architect **Job#: 2420**

General Characteristics

Responsible for high-level network planning, design, and optimization. Develops strategies and direction for network systems solutions using current and emerging technologies (including wireless). Translates business requirements into network or process designs. Plans and recommends network hardware, systems management software and architecture. Approves and modifies network design and architecture to ensure compliance. Configures and maintains routers, switches, and hubs for the network systems (including wireless). Evaluates and recommends new products, maintains knowledge of emerging technologies for application to the enterprise. Monitors network performance, ensures capacity planning is performed, and is proactive in assessing and making recommendations for improvement. Performs troubleshooting procedures and designs resolution scripts. May take on role of Project Leader for special enterprise-wide assignments.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience in infrastructure/network environments performing networkplanning, architecture design, engineering (hardware and software) and optimization.

Complexity:

Expert/lead technical role. Defines network architectures and design for the enterprise. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Network Engineer **Job#: 2430**

General Characteristics

Assists in the planning, forecasting, implementation, and identification of resource requirements for network systems (including wireless) of moderate complexity. Participates in network planning, network architecture design and engineering. Integrates and schematically depicts communication architectures, topologies, hardware, software, transmission and signaling links and protocols into complete network configurations. Evaluates new products, performs network problem resolution and assists in the development and documentation of technical standards and interface applications. Monitors protocol compatibility, performs system tuning and makes recommendations for improvement.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in infrastructure/network environments performing network engineering (hardware and/or software), design, planning and implementation.

Complexity:

Intermediate professional level role. Works on projects/ systems/issues of medium to high complexity surrounding network planning, configuration and optimization. Works on one or more projects as a project team member, occasionally as a project team lead. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Network Analyst **Job#: 2440**

General Characteristics

Responsible for designing, installing and troubleshooting network systems (including wireless) to meet the functional objectives of the business. Involved with the configuration and maintenance of physical and logical network components. Assists in the design of the network architecture, designs the network infrastructure, and plans and designs LAN/WAN/wireless solutions. Performs capacity and resource planning, assessing network risks and contingency planning. Responsible for the implementation and maintenance of network management software; researching, analyzing and implementing software patches or hardware changes to fix any network deficiencies. Provides Tier 2 support. Involved in the evaluation of new products and services, may manage vendor service level agreements.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in infrastructure/network environments in network design, implementation, administration and support.

Complexity:

Intermediate professional level role. Works on projects/systems/issues of medium to high complexity. Provides support in designing, implementing, supporting and maintaining network systems. Works on one or more projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Network Administrator **Job#: 2450**

General Characteristics
Monitors, troubleshoots and maintains network (LAN, WAN and wireless) multiplexers, hubs and routers, and uses remote monitoring tools. The duties of this position can be broad and may include such tasks as installing new workstations and other devices, adding and removing individuals from the list of authorized users, archiving files, overseeing password protection and other security measures, monitoring usage of shared resources, and handling malfunctioning equipment. Selects, develops, integrates and implements network management applications for Internet components.

Dimensions
Education:
Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 3 years of IT work experience in infrastructure/network environments in network operations, support, maintenance and administration.

Complexity:
Intermediate professional level role. Works on projects/systems/issues of medium to high complexity. Provides daily operations support, maintenance and administration for network systems. Works on one or more projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: NETWORK MANAGEMENT

Job Title: Network Technician **Job#: 2460**

General Characteristics

Provides daily operations support and maintenance for network systems (including wireless). Proactively monitors networks to provide stable, dependable network services across multiple platforms. Configures and troubleshoots computer networks. Maintains LAN/WAN/wireless operations by working with network facility and hardware/software vendors to ensure timely problem resolution. Maintains and utilizes network management applications to identify network faults, to ensure the provision of data or other telecommunications access to customers, and the movement of information from one location to the other.

Dimensions

Education:

Associate's or Bachelor's Degree, or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 1 year of IT work experience in infrastructure/network environments.

Complexity:

Learner/entry level role. Works on projects/systems/issues of small to medium complexity. Provides daily operations support and maintenance for network systems. Works on one project at a time as a project team member. Functions, somewhat independently, under general direction of senior technicians/engineers, supervisors or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Manager, Internet Operations **Job#: 2600**

General Characteristics

Responsible for the development, release, and maintenance of Internet, Intranet, and Extranet systems and services supporting a wide range of content. Works with key business leaders and other IT groups to prioritize projects, maximize the effectiveness of Internet technologies in supporting the business strategy, improving communications, and enabling greater access to information. Ensures the coordination of all Internet and Web development activities, ensuring integration with other technologies utilized in the enterprise and continuity across applications. Develops standards for Internet and Web project initiation, design, development, and support. Key challenge of this position is in managing and prioritizing the numerous requests by the business, and influencing and coordinating the development of Internet based technologies occurring in areas outside of IT.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business work experience including managing team(s) responsible for development, implementation and maintenance of systems across multiple platforms. Experience with online relational database management systems, multimedia, Web applications development and testing.

Breadth:

Middle level management in Web systems and services operations and management functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Chief Technology Officer, IT Chief Operating Officer, E-Business Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Internet/Web Architect **Job#: 2610**

General Characteristics

Responsible for gathering business requirements and translating them into Internet/Web architecture to achieve business objectives. Analyzes assigned specifications, planning, designing, and developing solutions, utilizing appropriate Internet/Intranet/Extranet architecture processes supporting a wide range of content—either individually or in concert with project team members. Provides appropriate documentation for object design decisions, estimating assumptions, applets, and performance metrics—as required by organization architecture process standards, or as assigned. Responsible for minimizing the issues between the client and the server applications and for the overall set-up and design of the Internet and Web server architecture. Impact and complexity of this job increases if organization is utilizing Internet solutions (vs. only Intranet), especially those with significant business impact (e.g., e-business).

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 5 years of IT work experience with demonstrated knowledge in architecture design, software development, database management systems and systems integration in multi-platform environments.

Complexity:

Advanced professional level role. Defines Web architectures and design for the enterprise. Works on multiple projects as a project leader or frequently as the subject matter expert. Works on projects/issues of medium to high complexity that require demonstrated knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Internet/Web Engineer **Job#: 2620**

General Characteristics
Integrally involved in the development and support of all Internet/Intranet/Extranet sites and supporting systems. Works closely with other IT groups and customers to define the system design and user interface based on customer needs and objectives. Participates in all phases of the development and implementation process, and may act as a project manager on special projects. Ensures the integration of the Web servers and all other supporting systems. Responsible for system tuning, optimization of information/data processing, maintenance and support of the production environment.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 4 years of IT work experience in systems analysis, development and engineering in an online environment.

Complexity:
Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Web Applications Programmer **Job#: 2630**

General Characteristics

Develops, maintains, and supports applications for the organization's Internet/Intranet sites. Gathers and analyzes requirements. Programs all or selected components of Web applications. Documents components and applications. Develops automation techniques to enable end-user content publishing; programs, tests and implements mapped graphic images, forms and HTML pages; handles client browser support inquiries; maintains links to external sites and accuracy on internal links while ensuring up-to-date information. Researches, evaluates and recommends new Internet tools and applications for use in assigned responsibilities. The senior level Web Applications Programmer has experience in a variety of the more difficult Web tools and languages.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in software development, installation and modification in an online environment.

Complexity:

Intermediate professional level role. Develops solutions requiring analysis and research. Works on small to large, complex projects that require increased skill in multiple technical environments and possesses knowledge in a specific business area. Works on one or more projects as a project team member or occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Web Designer **Job#: 2640**

General Characteristics

Responsible for the design, development and creation of user-centered designs for Web sites. Responsibilities include human factors engineering, heuristic evaluations and usability testing for Web and client based applications as well as metrics setting and monitoring for assessing the usability of the Web application. Works to improve the usability, usefulness, and desirability of Web sites in collaboration with Graphic Designers, Product Managers, Engineering Staff and other Web Designers. Must be able to perform usability tests, provide design prototypes and provide ad hoc user interface consulting.

Responsible for requirements gathering and articulation of user interface issues—including development of page/site prototypes. Must be knowledgeable of user-centered design methodology, user scenarios, usability testing, storyboarding, paper and interactive prototypes.

Must have demonstrated skills in graphic applications, HTML development tools and other applicable authoring tools, Web production, front-end development using programming and scripting languages. Must be able to integrate design into program rules and system architecture and create innovative approaches to improving the end-user experience. Must be familiar with platform/browser compatibility and basic usability issues.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Graphic Design, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of combined IT and graphic design experience. Able to understand HTML and strong working knowledge of Web generators and photographic libraries. Possesses a portfolio of Web sites or solutions.

Complexity:

Intermediate professional level role. Works on moderately complex, to complex projects that require a solid understanding of Web design and layout. Works on multiple projects as a team member and sometimes as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Webmaster **Job#: 2650**

General Characteristics

Accountable for the design, upgrading, enhancement, maintenance, availability and effectiveness of technical functionality and content for one or more Web sites of the enterprise. Coordinates the publishing of Web site content, user interface, look/feel and level of specificity to suit a wide range of needs. Responsible for working closely with marketing and systems teams to coordinate content, developing on-going site structure and updates. Knowledge and experience in HTML, including style sheets, templates, complex tables, frames, image maps, CGI programming, applets, animation, multimedia design and delivery, and Web publishing procedures, is essential.

Primary focus is generally on gathering requirements that relate to the organization's business objectives relative to site audiences, and continuous content updates and site upgrades to enhance site hits/visits. Webmaster, in a junior role, would focus more extensively on programming content rather than the technical aspects of this position. Impact and complexity of this job increases if organization is utilizing Internet solutions (vs. only Intranet), especially those having significant business impact (e.g., e-business).

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of IT work experience. Experience in systems administration, Web graphic design, development and implementation experience using HTML, Perl and CGI languages.

Complexity:

Intermediate professional level role. Works on projects/systems/issues of medium to high complexity. Provides design, implementation, maintenance and administration support for Web systems and services. Works on one or more projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Internet/Web Systems Administrator **Job#: 2660**

General Characteristics

Responsible for ensuring the control, integrity, and accessibility of the Internet/Intranet for the enterprise. Responsible for change management procedures regarding the installation and testing of all upgrades and enhancements for the Internet/Intranet infrastructure. Responsible for proper initial installation as well as subsequent installations of updates/patches; preparation of system documentation; proactive, regular checks of system components for errors and application of necessary corrective action; set-up and maintenance of Web servers. Knowledgeable in all levels of Internet/Web security and the associated requirements for their application. Designs, develops and administers firewalls as a means of preventing unauthorized access to enterprise networks. Provides technical support to internal users and external customers; troubleshoots problems and takes corrective action on a timely, effective basis.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience with Web-related software and hardware products, and systems administration experience with multi-platform environments.

Complexity:

Intermediate professional level role. Works on small to large, moderately complex Web sites. Works on multiple Web sites as a project team member, occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: INTERNET PLANNING, ENGINEERING AND OPERATIONS

Job Title: Web Customer Support Specialist **Job#: 2670**

General Characteristics

Responsible for providing support services to users of Internet and Extranet sites. Provides technical advice and guidance relative to problems involving user interface, browser, hardware and supporting software. Troubleshoots and restores routine technical service and equipment troubles by analyzing, identifying and diagnosing faults and symptoms using established processes and procedures. Maintains a knowledge database and call tracking database to enhance quality of problem resolutions.

Coordinates efforts with the Help Desk to ensure all calls outside the customer environment are effectively resolved. Works in a team setting, sharing information and assisting others with calls. Provides input to Web development team for site improvements based on customer feedback. This job is very similar to an experienced Help Desk professional, with the added responsibility of interfacing directly with external customers to the business. As a result, customer service and technical competencies are very critical, as this may be the only “live” interface a customer has with the business.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years IT work experience in PC or client/server platform, network or systems administration in relevant computing environments.

Complexity:

Intermediate professional level role. Works on projects/systems/issues of medium to high complexity. Provides internal and external customer support for Web systems and services. Works on one or more projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Director, Data Center Operations **Job#: 2800**

General Characteristics

Responsible for the overall enterprise-wide effectiveness and efficiency of data center technology systems and networks and in ensuring high levels of customer satisfaction are maintained. Leads the migration to new technologies, evaluates processing performance relating to machine utilization and reliability, and forecasts financial, physical, and human resource needs to meet established objectives. Oversees and coordinates network/data operations, business continuance and restoration plans that isolate problems and implement pre-planned alternative routes or systems to restore service.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders. Experience in the areas such as network, database administration, computer operations and production support.

Breadth:

Senior level management in data center operations and management functions. Has overall responsibility for department decisions and management. Provides strategic direction, coaches and mentors more junior management staff. Accountable for IT functional/departmental results. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Manager, Computer Operations **Job#: 2810**

General Characteristics

Responsible for the activities in the areas of production, data control, operations, and operations support. Develops and implements standards, procedures and processes for the operations group. Plans and manages the support of new technologies, data center performance and reliability. Defines and negotiates service level agreements. Oversees and coordinates the daily activities of the operations center. Provides input and recommendations regarding business continuance issues and improvements to the operations of systems and processes supported.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 more years of IT work experience including managing team(s) responsible for productionand operations support.

Breadth:

Middle level management in data center operations. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Director, Data Center Operations or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Supervisor, Computer Operations **Job#: 2820**

General Characteristics

Supervises the computer operations within the data center. Responsible for the day-to-day assignments of staff, and the follow-up of their work performance. Manages the daily activities to resolve problems and change management issues. Responsible for production systems' online response time. Maintains system availability, prepares metrics to evaluate systems performance, and works with IT groups and users to ensure that service objectives are met.

Dimensions

Education:

Associate's or Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 5 years of IT work experience in computer operations with exposure to multi-platform environments. Requires experience in leading teams and projects.

Breadth:

First level management in data center operations. Works under general direction of middle level management. Manages multiple processes within the operations area. Manages and mentors technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Computer Operator **Job#: 2830**

General Characteristics

Responsible for monitoring multi-technology computing platforms including midrange platforms, mainframes and/or servers. Responsible for ensuring a stable operating environment and attaining maximum utilization of system facilities. Operates and monitors console systems and peripheral equipment such as printers, disk drives and tape readers. Troubleshoots and restores routine technical service and peripheral equipment, schedules production runs, performs system backup process, disaster recovery tests, loads tapes, disks and paper as needed. Assists programmers and systems analysts in running jobs that are used for testing and debugging new programs.

Dimensions

Education:

Associate's or Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 1 year of IT work experience.

Complexity:

Learner/entry level role. Supports systems on a single platform. Works on one project as a team member and assists with special projects. Functions, somewhat independently, under direction of senior operators, supervisors or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Manager, Capacity Planning **Job#: 2840**

General Characteristics

Develops, manages and forecasts capacity requirements based on business needs and IT infrastructure growth capacity. Facilitates the development of policies to ensure that existing capacity is being used as efficiently as possible. Ensures data recovery, maintenance, data integrity and space requirements are met across a variety of platforms. Ensures that capacity workload modeling and availability analysis is performed for a variety of platforms and large environments. Serves as an expert resource to IT groups in planning the resource requirements for systems under development. Presents statistical availability and trend analysis and recommendations to IT management, IT leadership, and the business, as needed. Ensures reliability and availability of platforms to meet business objectives.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for infrastructure/operations support in multi-platform environments.

Breadth:

Middle level management in operations and management functions. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Director, Data Center Operations or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Manager, Production Support **Job#: 2850**

General Characteristics

Manages the daily operations of the Production Support group. Develops and implements policies and procedures for the production support function which includes operator training and development, data center scheduling, installation and re-start and recovery procedures. Monitors and reports all production outages. Performs proactive analysis on all factors impacting high availability and service level attainment. Requires interaction with appropriate IT and business unit personnel. This position requires in-depth knowledge of computer operations, monitoring and control, systems recovery and production processing control.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for production and operations support.

Breadth:

Middle level management in data center operations. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Director, Data Center Operations or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: OPERATIONS

Job Title: Production Support Analyst **Job#: 2860**

General Characteristics
Manages and controls the processing of programs and peripheral equipment on mainframe and/or distributed computer systems to ensure the highest levels of service and system availability are attained. Establishes production runs, ensuring that appropriate job control language, run documentation and data files are available. Assists in job set-up. Performs problem identification, escalation and resolution. Communicates status of operations to allow for immediate response to service disruptions.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or a related field. Or equivalent work experience.

Experience:
A minimum of 3 years of IT work experience in production and operations support.

Complexity:
Intermediate professional level role. Provides production support on multiple platforms. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TELECOMMUNICATIONS

Job Title: Manager, Telecommunications Operations **Job#: 3000**

General Characteristics

Manages the operations, daily planning, engineering, design, and resource allocation for the enterprise's telecommunications functions. Ensures customer satisfaction through quality standards and measures by evaluating the performance of telecommunications networks and related interfaces. Responsible for strategic telecommunications planning and works with senior IT leadership to coordinate telecommunication plans with those of the business. Develops and implements standards, procedures, and processes for the telecommunications group. Plans and manages the support of new technologies, performance and reliability. Defines and negotiates service level agreements. Oversees and coordinates the daily activities of the operations center. Performs a coordination role with enterprise management, vendors and customers.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for infrastructure/network/telecommunications operations and support in multi-platform environments.

Breadth:

Middle level management in telecommunications operations. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Operating Unit IT Executive or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TELECOMMUNICATIONS

Job Title: Telecommunications Engineer **Job#: 3010**

General Characteristics

Responsible for engineering and/or analytical tasks and activities associated with areas within the telecommunications function (e.g., network design, engineering, implementation, diagnostics or operations/user support). Monitors the operation of telecom network systems. Performs complex tasks relating to telecom network operations, installation, and/or maintenance for local, off-site and/or remote locations.

The scope of responsibility for this position includes, but is not limited to, the configuration, deployment, testing, maintenance, monitoring and trouble-shooting of telecommunications network components to provide a secure, high performance network. Duties also entail quality assurance and testing of transmission mediums and infrastructure components.

Serves as technical specialist/lead on a functional basis, for the resolution of complex network problems. Experience should include: moves, adds and changes, fault isolation and resolution, and end-user support. Requires broad knowledge of telecom systems, dial plans, switching architecture, telephony and wiring.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in telecommunications and multi-platform environments.

Complexity:

Intermediate professional level role. Provides technical support and maintenance for existing and new telecommunications services. Works on moderate to complex projects as a team member. May lead team and coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TELECOMMUNICATIONS

Job Title: Telecommunications Technician **Job#: 3020**

General Characteristics

Under direct supervision, monitors, operates, installs and maintains telecommunications systems and equipment in addition to troubleshooting any type of hardware or software problems to ensure that systems perform in a manner which best meets business needs and objectives. Responsible for the installation, maintenance and repair of telecommunications equipment. Assists in the installation of telecom systems and equipment for new company facilities. Performs telecom network software installations and maintenance of network database for system maintenance and billing support.

Possesses knowledge of data scopes, patch panels, modems and various analog and digital signaling systems. Must demonstrate thorough knowledge of T-1 network architecture and operating procedures. Knowledge of line control techniques and communication access methodology is needed. Must be able to read engineering drawings and terminate cables and grounding systems.

Dimensions

Education:
Associate's or Bachelor's Degree, or technical institute degree/certificate in Computer Science, Information Systems or other related field. Or equivalent work experience.

Experience:

A minimum of 1 year of IT work experience with basic understanding of telecommunications and multi-platform environments.

Complexity:

Learner/entry level role. Provides technical support and maintenance for existing telecommunications services. Works on low to moderately complex projects as a team member. Functions, relatively independently, under direction of senior professionals, supervisors or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ELECTRONIC COMMERCE

Job Title: Director, Electronic Commerce **Job#: 3200**

General Characteristics

Responsible for creation, implementation and management of the enterprise's systems in support of business e-commerce. Collaborates with business leadership in the development of an e-commerce strategy and in the prioritization of development work. Must understand business processes. Ensures integration of Internet/Extranet systems architecture with existing enterprise architecture. Develops and implements e-commerce service concepts including: pricing, packaging, product offerings and lifecycle management. Develops site transaction and partnership strategy. Works with appropriate senior management to analyze customer feedback, develop promotional plans, and target marketing for product and service concepts.

Possesses overall project management responsibility for all e-commerce development work. Responsible for the integration of the Web site with Product Development, Customer Service and Sales organizations. Manages content creation, input from other marketing groups and editorial calendar. Identifies and manages technology development partners and outside vendors. Maintains currency of new technology and evaluates opportunities for improvement. May manage a team of product managers and content editors.

Dimensions

Education:
Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT (including Web/Internet, database applications and data warehousing) and business/industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-functional teams or project, and influencing senior level management and key stakeholders.

Breadth:

Senior level management. Oversees strategic planning and development of e-commerce solutions in partnership with technical and business leadership. Provides technical and e-business leadership for the enterprise. Accountable for enterprise-wide results. Frequently reports to a Chief Information Officer, Chief Technology Officer or E-Business Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ELECTRONIC COMMERCE

Job Title: Manager, Electronic Commerce **Job#: 3210**

General Characteristics

Partners with business units to develop creative solutions using e-commerce technology that will enhance the enterprise's competitive advantage. Directs the implementation of e-Commerce services and businesses for the enterprise or specific business units. Responsible for the daily management of e-Commerce activities and staff. Possesses professional experience and knowledge in a variety of net-centric computing architectures and technologies. Possesses an operational knowledge of key business processes and understands the technology either utilized or needed for their operation. Strong Project Management expertise is essential.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for Web/Internet,database applications and data warehousing functions.

Breadth:

Middle level management in the e-commerce function. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an E-Business Executive or Director, Electronic Commerce.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ELECTRONIC COMMERCE

Job Title: Electronic Commerce Analyst **Job#: 3220**

General Characteristics

Responsible for the analysis, development, maintenance and support of e-commerce software programs to ensure the needs of the business community are appropriately addressed. Works closely with vendors and trading partners. Duties include the creation and trading of partner profiles, mapping of transactions, establishment of communication links with trading partners and the testing of secure transaction maps and communication links to ensure security, proper identification and capture of required data. Identifies and documents programming requirements for all new transactions. Assists in the development and documentation of policies and procedures for the e-Commerce function.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in software development, installation and maintenance, Web/Internet, database applications and/or data warehousing.

Complexity:

Intermediate professional level role. Provides programs development, maintenance and support on multiple platforms for the e-commerce function. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ELECTRONIC COMMERCE

Job Title: EDI Specialist **Job#: 3230**

General Characteristics

Provides technical expertise and support for Electronic Data Interchange (EDI), and other Business-to-Business communications. Analyzes and develops the EDI interface. Participates in systems design and quality assurance activities. Supports the user community and creates and maintains partner relationships with customers and vendors. Responsible for developing EDI mapping specifications and documentation. Duties include testing, implementing and maintaining EDI transactions, developing and maintaining trading partner definitions including relevant translation objects utilizing EDI translation software tools.

Handles communications with trading partners for EDI transaction set-up and ongoing maintenance. Coordinates between trading partners and networks to ensure mapping compliance. Tests and resolves incoming EDI file problems. Develops new business opportunities utilizing EDI.

Resolves technical mapping variations or gaps and first-level troubleshooting issues in production environment. Develops guidelines, checklists, procedures and training documentation. Often involved with a variety of client/server platforms.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years IT or related work experience in e-commerce, network, telecommunicationsengineering and support in multi-platform environments.

Complexity:

Intermediate professional level role. Provides EDI programs development, maintenance and support on multiple platforms for the e-commerce function. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Director, Data Warehouse **Job#: 3400**

General Characteristics

Responsible for the overall architecture, design, development, and maintenance of data warehousing and data mart systems and services for the entire enterprise's business function. Works closely with customers from a strategic perspective to identify and maximize opportunities to utilize data marts and/or data warehouse systems to improve business processes, promote the strategic use of information technology, and enable the work force to use technologies as a competitive tool. Ensures the development of enterprise-wide standards for the Data Warehouse to ensure compatibility and integration of multi-vendor platforms. Responsible for organizational balance and system coherency between front-end desktop/client environment and Data Warehouse back-end processing functions. Provides corporate leadership, vision, and direction for data warehouse systems, in support of the enterprise's business objectives and requirements.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business/industry work experience, with at least 3 years of leadership experience in managing multiple, large, cross-function teams and projects, and influencing senior level management and key stakeholders. Experience in strategic planning, development, implementation and maintenance of large-scale integrated relational database systems.

Breadth:

Senior level management. Oversees strategic planning and development of data warehouse solutions in partnership with technical and business leadership. Accountable for enterprise-wide results. Frequently reports to a Chief Information Officer or Chief Technology Officer.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Manager, Data Warehouse **Job#: 3410**

General Characteristics

Works with the business and senior IT leadership to identify and establish information requirements, develop and implement data warehouse strategies that utilize data marts and/or data warehouse systems to enhance business processes and manage business intelligence. Leads the activities of data warehouse project teams in the design, development and implementation of data warehouses; and the configuration and auditing of data warehouses to ensure quality control of data.

Responsible for overseeing the development, operations and maintenance of data warehouse environment, including organizational balance and system coherency between front-end desktop/client environment and data warehouse back-end processing functions. Provides guidance regarding the use of data warehouse system, capability of systems to deliver information, and subject matter expertise regarding current systems and emerging technology. Needed knowledge includes process and data modeling, data architectural development methodology, project management and extensive knowledge of data warehouses and data marts.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for systems/applications development, database management systems and data warehouse development and management.

Breadth:

Middle level management in the data warehouse function. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Director, Data Warehouse or Director, Systems and Programming.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Business Intelligence Architect **Job#: 3420**

General Characteristics

Responsible for leading the design and support of enterprise-wide business intelligence applications and architecture. Works with enterprise-wide business and IT senior management to understand and prioritize data and information requirements. Solves complex technical problems. Optimizes the performance of enterprise business intelligence tools by defining data to filter and index that add value to the user. Creates testing methodology and criteria. Designs and coordinates a curriculum for coaching and training customers in the use of business intelligence tools to enhance business decision-making capability. Develops standards, policies and procedures for the form, structure and attributes of the business intelligence tools and systems. Develops data/information quality metrics. Researches new technology and develops business cases to support enterprise-wide business intelligence solutions.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of experience with large and complex database management systems, business intelligence tools and systems.

Complexity:

Expert/lead technical role. Provides technical expertise and direction for the development of complex enterprise-wide business intelligence and decision support systems solutions. Works on multiple projects as a project leader or sometimes as a business subject matter expert. Works on highly complex projects that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Data Warehouse Analyst **Job#: 3430**

General Characteristics

Responsible for gathering and assessing business information needs and preparing system requirements. Performs analyses, development and evaluation of data mining in a data warehouse environment which includes data design, database architecture, metadata and repository creation. Uses data mining and data analysis tools. Reviews and validates data loaded into the data warehouse for accuracy. Interacts with user community to produce reporting requirements. Provides technical consulting to users of the various data warehouses and advises users on conflicts and inappropriate data usage.

Responsible for prototyping solutions, preparing test scripts, and conducting tests and for data replication, extraction, loading, cleansing, and data modeling for data warehouses. Maintains knowledge of software tools, languages, scripts, and shells that effectively support the data warehouse environment in different operating system environments. Possesses working knowledge of Relational Database Management Systems (RDBMS) and data warehouse front-end tools. Must have an extensive knowledge of data warehouse and data mart concepts.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in business intelligence tools and systems.

Complexity:

Intermediate professional level role. Provides data warehouse architectural design, development and support in multi-platform environments. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Data Warehouse Administrator **Job#: 3440**

General Characteristics

Provides data warehouse support functions including database maintenance, development and enhancement. Performs database administration functions such as loading data into database from external sources, supports users in constructing queries and generating output files. Responsible for on-going design and performance enhancement, which include reviewing queries for performance issues, estimating, monitoring and tuning the warehouse as it operates. Develops and administers processes to ensure interoperability and security of data warehouse system. Must possess a strong understanding of source data, data modeling, and data repository requirements.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in business intelligence tools and systems.

Complexity:

Intermediate professional level role. Provides daily administration, maintenance and support of data warehouse applications in multi-platform environments. Works on multiple projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Manager, Decision Support **Job#: 3600**

General Characteristics

Acts as liaison between business and IT leadership regarding the identification of business critical information and knowledge (e.g., customer and market data), and its usage and availability. Manages the Decision Support staff to ensure that the Decision Support Systems (DSS) and Executive Information Systems (EIS) are built to meet the information needs of the business leaders and various business units. Has full understanding of corporate strategies and must manage the diversity of needs and prioritize those needs based on the overall business strategy of the organization.

Works closely with key business leaders to define critical information needs, providing guidance regarding availability of data, capability of systems to deliver information needs, and subject matter expertise regarding current systems and emerging technology. Leads the research, evaluation and selection of new technologies. Leads cost and feasibility studies. Ensures project management process is in place, provides resource management and ensures quality and timely solutions. Needed knowledge includes process and data modeling, data architectural development methodology, IT planning methodology, consulting and facilitation, project management and extensive knowledge of the enterprise's data and decision-making processes.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for database, data warehouse, decision support systems and executive information systems development, support and administration.

Breadth:

Middle level management in the data warehouse function. Works under general direction of senior level management. Typically manages and mentors supervisors, project leaders and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Director, Data Warehouse or Director, Systems and Programming.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Decision Support Specialist **Job#: 3610**

General Characteristics

Works closely with customers and design teams in prioritizing data and information requirements. Determines how Decision Support Systems (DSS) and Executive Information Systems (EIS) will provide the information required to make effective business decisions; translates requirements into applications that employ appropriate decision support and reporting tools. Involved in the design, development and maintenance of DSS. Performs modeling of data sources and flows, works with data management staff to define an operational framework that will define, develop and implement DSS, EIS, policies and security frameworks to ensure precise and secure delivery of knowledge and information. Monitors system performance, implements changes to optimize performance. Involved in the selection of new products. Needed skills and knowledge includes process and data modeling, DSS architecture and tools, development life cycle methodologies, IT planning methodology, extensive knowledge of the enterprise's data and decision-making processes.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in business intelligence tools and systems.

Complexity:

Intermediate professional level role. Provides support for user community and development team in design, development and maintenance of DSS and/or EIS applications. Works on multiple function tasks that tend to be of medium technological complexity. Identifies and recommends technology solutions. Works one or more projects as a team member and may lead projects of moderate complexity. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Decision Support Administrator **Job#: 3620**

General Characteristics

Supports the user community in the use of business intelligence tools to query files and databases for report outputs. Assists customers in use of OLAP tools, extracts and collects data for performing queries and writing reports. Reviews queries for performance issues, making changes as needed. Participates in the design and development of the system, as well as creation of user documentation. Monitors customer usage, upgrades enterprise-wide OLAP query and reporting tools, monitors batch queries and ensures interoperability and security of various front-end components. Maintains meta data coordination, and supports production system. Needed knowledge includes process and data modeling and data architectural development methodologies.

Dimensions

Education:

Associate's or Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 1 year IT work experience in business intelligence tools and systems.

Complexity:

Learner/entry level role. Provides support for user community. Works on multiple function tasks that tend to be of low technological complexity. Works on one or more projects as a project team member. Functions, relatively independent, under direction of senior professionals, supervisors, or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Manager, CRM Technology **Job#: 3800**

General Characteristics

Responsible for leading a team in analyzing and determining business requirements and managing the planning and execution of Customer Relationship Management (CRM) technology and associated programs to achieve business objectives of enhancing customer satisfaction, optimizing profitability and developing long-term customer loyalty. Acts as a liaison between the IT and business communities in developing and implementing CRM solutions, manages the business impact of all CRM projects. Oversees the development and improvement of the technology framework that supports the integration of enterprise customer response process through various customer services channels (e.g., mail, email, Web, call center). Partners with Sales, Marketing and the business community to develop CRM strategies and support the development and execution of customer campaigns and promotions by mining the enterprise CRM database. Works closely with data management, infrastructure and development groups to ensure required data and systems are in place to meet the enterprise's CRM needs. Leads the research, evaluation and selection of CRM technologies. Possesses a thorough understanding of data architectural development methodology, process and data modeling, Web and call center technologies for CRM solutions. Has working knowledge of database marketing methodologies and processes, including but are not limited to channel and segment marketing, direct marketing and online marketing. Strong project management skills in planning and monitoring projects in a cross-functional environment.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for data warehousing, decision support systems or marketing support information systems.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Responsible for leading a team of analysts and developers performing work in designing, developing and maintaining CRM systems and applications. Frequently reports to a Chief Technology Officer, Director, Data Warehouse or Director, Systems and Programming.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS INTELLIGENCE SYSTEMS MANAGEMENT

Job Title: Knowledge Engineer **Job#: 4000**

General Characteristics

Responsible for developing an infrastructure and process to capture knowledge gained by the organization through successful system interventions and enabling its shared use. Oversees the identification of critical knowledge, its usage, availability and the needs of various business groups. Involved in modeling information sources, flows and critical paths, as well as understanding how information is turned into knowledge and the relationship of knowledge and how it supports and enables key business processes. Facilitates the development of supporting knowledge architecture and standards. Works with operations staff to define an operational framework that defines, develops and implements delivery systems, systems management, policies and security frameworks to ensure delivery of knowledge and information to appropriate groups.

Possesses expertise in process and data modeling, architectural development methodologies, IT planning methodologies and extensive knowledge of the enterprise's business and decision-making processes. Must possess strong leadership skills to gain credibility with various business leaders and stakeholders. Makes complex IT and business decisions. Works with other IT groups to ensure solid cross-functional decisions are made as a team.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business/industry work experience. Experience with document management, groupware, relational database systems, data warehouse and data mining, Web and systems analysis/development.

Complexity:

Expert/lead technical role. Develops infrastructure and process for identifying and sharing enterprise's core technical and business knowledge. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require demonstrated knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Team Lead **Job#: 4200**

General Characteristics

Accountable for providing overall direction and integration for a specific ERP module, functional and/or business area. Understands the business strategy of a particular function/area and works with the team to define business requirements. Communicates and coordinates with other Team Leads, business leadership, and Project Manager to ensure appropriate integration of processes and modules across the enterprise. Oversees, defines and monitors critical path activities and resolves issues or escalates issues to the Project Manager as needed. Drives the design and implementation of new business processes with organizational structure and required ERP configuration.

Must possess an in-depth understanding of the business function/process supported, and also be viewed as a credible representative of that business function/process. Successful implementation is dependent on the ability of the incumbent to influence business leadership and management decisions and drive ownership and acceptance of changes to the business.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business work experience including managing team(s) responsible for systems implementation and/or infrastructure support. Often is recruited internally from high-level managementpositions in the organization.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Degree of integration driven by ERP requires a consensus decision making process across Team Leads. Once key decisions are made, Team Lead then has autonomy for the technical decisions to support the business, but business process decisions are made through constant education and negotiation with business leadership and management. Works on complex business issues, which have a significant impact to the enterprise and across enterprise processes and functions due to the integration of ERP. Frequently reports to a Chief Technology Officer, Competency Center Leader or Departmental IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Team Member **Job#: 4210**

General Characteristics

Responsible for documenting the “to-be” processes, defining performance metrics and identifying and resolving process gaps. Has a strong understanding and experience in the ERP methodology used by the organization. Responsible for mapping the business processes to ERP modules (often in conjunction with consultants) and participates in user acceptance testing. Often is involved in the creation of documentation and training materials, and may deliver training during implementation. May also act in a system support role immediately after implementation. Incumbents in this position come from the business, with an expert level of understanding of all of the business processes of the function they represent. They also serve as a communications liaison to the business during the implementation.

Dimensions

Education:

Bachelor’s Degree in function represented in the business. Or equivalent work experience.

Experience:

A minimum of 3 years of business and/or ERP implementation experience.

Complexity:

Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Configurer **Job#: 4220**

General Characteristics

Performs functional analysis, requirements, definition and ERP module configuration and testing. Responsible for conducting prototypes, developing functional specifications, data mapping, function mapping, setting of configuration tables and setting of transaction/control tables. Has a thorough understanding of the business processes and flows to enable the analysis of business requirements and the development of solutions for the business functions. Responsible for the identification of and resolution of gaps in the business processes. Involved in security/authorization set-up, user documentation, data interface design, data migration and reconciliation. May be involved in the installation and tuning of modification, as well as archiving data. Generally this position has light programming skills in the appropriate language to develop necessary “work arounds.”

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in systems/applications development or support functions.

Complexity:

Intermediate professional level role. Provides support for the user community and devel-opment team in the design, development, configuration and testing of ERP modules. Works on multiple functional tasks that tend to be of medium technological complexity. Identifies and recommends functional and technological solutions. Works on one or more projects as a team member. Acts as a subject matter expert for one ERP functional area. May coach more junior technical staff.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Programmer/Analyst **Job#: 4230**

Scope Variant
Maps to level B

General Characteristics
Applies system solutions to business problems through the design and programming of automated systems. Configures, analyzes, designs, develops, and maintains ERP program codes and applications to support business processes and functions. Works on elements of large, complex installations. Performs all aspects of programming assignments and assists with systems design. Fully knowledgeable in ERP programming languages. Applies knowledge and experience with technology and application development methodologies to perform basic systems analysis techniques, testing, debugging, file design and storage.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 3 years of IT work experience in programming and/or ERP systems analysis. Requires advanced programming techniques and software design. May require knowledge of ERP applications or objectoriented analysis and design.

Complexity:
Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Systems Support Specialist **Job#: 4240**

General Characteristics

Serves as single point-of-contact for end-users after Power Users have assisted end-users. Performs problem identification and on-the-spot training to prevent problem reoccurrence and knowledge transfer. Escalates Tier 2 problems to appropriate support (e.g., technical experts or process experts). Maintains history reports, identifies and addresses re-occurring problems, and assists in the development and execution of ERP and business process best practices across the organization. Performs basic fixes and data maintenance. May develop on-line help and update systems support help scripts. This position is very similar in responsibilities and tasks to a help desk position, but the impact to the organization due to errors is more significant. This position requires more advanced training than a similar help desk position.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of business and/or ERP experience.

Complexity:

Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: ERP Systems Administrator **Job#: 4250**

General Characteristics

Responsible for ensuring the performance and reliability of ERP systems. Performs troubleshooting for hardware, software and system problems that involve ERP modules. Participates in projects to implement or enhance ERP systems and applications. Works with database administrator and ERP development team in defining user requirements, coordinating system-wide updates and installing upgrades and patches for ERP systems. Provides recommendations for enhancements/changes that may involve custom design, optional and third party products to improve the efficiency and effectiveness of ERP systems. Maintains ERP systems security through user profile management, creates and updates access permissions and maintains user accounts. Monitors and maintains performance metrics for system features, recommends and takes corrective/preventive actions. Participates in the design, development and implementation of test and production objects. Performs configuration, change management and testing activities as required. Consults users on technology changes that will impact work processes.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of business and/or ERP implementation experience. Experience with systems and database administration.

Complexity:

Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Responsible for maintaining ERP systems and applications, supporting and training users for ERP system(s) and applications usage. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior technical staff.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: ENTERPRISE RESOURCE PLANNING (ERP)

Job Title: Basis/ALE Technical Consultant **Job#: 4600**

General Characteristics

Provides the highest level of technical expertise and consulting on SAP Basis or its successor, SAP Web Application Server systems to process teams and IT staff. Establishes the infrastructure standards and requirements. Evaluates, directs and supports SAP Basis and/or Web Application Server system enhancements and performs quality assurance functions. Researches and implements solutions for Basis and/or Web Application Server functionality in the areas of performance monitoring and tuning and systems configuration, design and implementation. Provides highest degree of technical engineering and support to the SAP team. Must have extensive experience in operating systems and programming languages, such as ABAP, Java and J2EE.

Dimension

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 5 years of IT work experience building enterprise applications, including a minimum of 2 years of experience with SAP systems.

Complexity:

Advanced professional level role. Works on multiple projects as a project leader or frequently as the subject matter expert. Works on projects/issues of medium to high complexity that require demonstrated knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Chief Sourcing Officer **Job#: 4800**

General Characteristics

Responsible for the development and implementation of an overall IT sourcing strategy in a multi-sourced IT environment. Acts as an integral part of the CIO's leadership team, works closely with other IT and business leaders to develop and execute the IT sourcing strategies and programs. Leads the IT Sourcing Office in evaluating and determining the most cost-effective and efficient means of sourcing, acquiring and delivering IT products and services. Responsible for making strategic decisions on what should be in-sourced and what should be outsourced based on the IT and business strategic direction. This role focuses on the sourcing at an enterprise level and is responsible for creating the governance mechanism that is necessary to continuously coordinate and integrate the teams of vendor relationship management, contract management and administration, IT project and asset management.

Dimensions

Education:

Bachelor's Degree or Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of experience including managing large, multiple, cross-functional team(s) and project(s) and influencing senior management and key stakeholders. Experience with vendor relationship management, contract negotiation, contract administration, project or asset management in a technology environment.

Breadth:

Senior level management. Oversees strategic planning and development of sourcing strategies and programs in partnership with technical and business leadership. Accountable for enterprise-wide results. Frequently reports to a Chief Information Officer, Chief Technology Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Manager, IT Procurement **Job#: 4810**

General Characteristics

Recommends and establishes the IT procurement strategy, processes, and procedures that are consistent with corporate policy, IT project requirements and sound commercial, legal and ethical practices. Responsible for the systematic execution of processes and procedures for the timely and cost effective purchasing of IT products and services. Manages the activities of the IT procurement function, including the collection and execution of purchase orders, negotiation of bids from vendors, placement and tracking of purchase orders and coordination and reconciliation of invoices for processing. Manages the full cycle of all IT purchases, agreements and contracts from initiation to completion. Manages supplier relationships and service level administration for vendors. Acts as a liaison between IT and vendors in major dispute resolution concerning supplier performance. Evaluates supplier base for cost savings opportunities. Identifies and engages services of new suppliers in support of IT requirements.

Dimensions

Education:

Bachelor’s Degree in Business Administration, Finance, Accounting, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of business experience including managing team(s) responsible for assetmanagement, procurement, finance or other related functions.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer, Chief Information Officer, Chief Financial Officer or Chief Sourcing Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: IT Procurement Specialist **Job#: 4820**

General Characteristics

Participates in the selection and implementation of IT supplier sourcing strategies to ensure high quality, on time delivery and cost competitiveness. Responsible for the collection and execution of purchase orders. Solicits, receives and analyzes proposals, quotations and tender submissions and recommends selection of suppliers in accordance with corporate policies and legal compliance. Tracks purchase orders and reconciles invoices in preparation for payment processing. Acts as a point of contact for IT in regards to vendor performance, including on-time delivery, quality of products and services acquired and problem resolution. Coordinates with Asset Management to ensure effective inventory management.

Dimensions

Education:

Bachelor’s Degree in Business Administration, Finance, Accounting, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of business experience in asset management, procurement, finance or other related functions.

Complexity:

Intermediate professional level role. Works on multiple projects as a project team member, occasionally as a technical leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Manager, Vendor Relationships **Job#: 5000**

General Characteristics

Develops and implements the strategic sourcing and vendor relationship strategies. Manages the selection, acquisition and monitoring of contractual agreements for hardware, software and IT services for the enterprise. Works closely with the business and IT to understand their needs and serves as the IT point of contact for all purchases, deliveries and problems with products and services. Articulates and negotiates service level agreements. Works with Asset Management to ensure appropriate use of corporate funds. Develops, or assists in the development of Request for Information (RFIs), Request for Proposal (RFPs) and business cases.

Qualifies vendors and maintains an approved vendor database and tracking system. Establishes standards and procedures for evaluating products and services. Serves as the primary interface between the service provider and the business. Maintains contact with vendors to manage the status and quality of orders and the progress toward contractual commitments. Provides status updates on purchases, escalates delivery problems as necessary to affect minimal impact to the operation. Follows up with IT management to ensure satisfaction with delivered products and services and addresses any problems or concerns.

Participates in the budget process, such as annual budget planning, providing cash flow for other departments, quarterly reconciliation and ad hoc expense reports. Continually seeks optimal value in service from vendors, reviewing and monitoring performance and return-on-investment metrics and initiating contract modifications. Pursues new vendor relationships as needed. Must have a basic under-standing of all product and service needs, and must maintain knowledge of changing technologies.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of experience including managing team(s) responsible for vendor relationship management, contract negotiation, contract administration, project or asset management in a technology environment.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Develops strategic outsourcing strategy and plans, provides management direction to the team(s). Supports multiple contracts or complex enterprise agreements. Works on projects that range in size, complexity and contract duration. Frequently reports to a Chief Technology Officer, IT Chief Operating Officer, Chief Information Officer, Chief Financial Officer or Chief Sourcing Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Manager, Outsourcing Contracts **Job#: 5010**

General Characteristics

Responsible for all activities relating to the outsourcing contract management function. Leads contract efforts from contract signing, through vendor transition and current operational state. Establishes metrics, process and procedures and oversight management model required to ensure optimum vendor delivery, service, quality and pricing. Monitors vendor contracts to ensure terms and conditions are met; defines and manages vendor penalties/incentives if performance does not meet established criteria/exceeds established criteria.

Interprets the contract for the enterprise. Sets vendor directions and priorities. Creates, negotiates and incorporates contract amendments. Renegotiates contract, if required, to accommodate scope changes or changes in business requirements. Reviews vendor proposals and negotiates pricing/terms. Reviews vendor invoices for accuracy, and owns enterprise budget responsibility for the outsourcing expense. Serves as first point of negotiation for vendor disputes. Complexity of position can vary significantly depending on deal size/scope, single vs. multiple contract responsibility, and whether responsibility covers IT outsourcing contracts exclusively or all enterprise outsourcing contracts.

Dimensions

Education:

Bachelor’s Degree in Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of finance or contract management work experience including managing team(s), specifically within the IT area.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Supports multiple contracts or complex enterprise agreements. Works on projects that range in size, complexity and contract duration. Frequently reports to a Chief Technology Officer, IT Chief Operating Officer, Chief Information Officer, Chief Financial Officer or Chief Sourcing Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Contracts Manager **Job#: 5020**

General Characteristics
Manages and controls the contractual relationship with service providers. Coordinates contract activities, including contract development, negotiation and transition. Monitors vendor contracts to ensure terms and conditions are met. Defines and manages vendor penalties and incentives, if performance does not meet or exceed established criteria. Creates, negotiates and incorporates contract amendments, renegotiating the contract, if required, to accommodate scope changes or changes in organization requirements. Reviews contract budget variances and takes corrective action as needed.

Dimensions
Education:
Bachelor’s Degree in Business Administration, or other related field. Or equivalent work experience.

Experience:
A minimum of 4 years of finance or contract management experience.

Complexity:
Intermediate professional level role. Manages the entire contractual relationship with one or more IT service providers. Serves as a liaison between the IT service provider and the business. Supports multiple contracts or complex enterprise agreements. Works on projects that range in size, complexity and contract duration. May coordinate or manage the work of others.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Finance/Administration Specialist **Job#: 5040**

General Characteristics

Responsible for the financial administration practices and procedures associated with the management of vendor contracts. Reviews vendor charges, identifies disparities and resolves basic issues with the service provider. Monitors contract budget performance, identifying variances and recommending corrective actions. Allocates costs across the enterprise and performs regular audits to ensure contract compliance. Performs cost benefit analyses and supports Vendor Relationship Management team in developing the business cases necessary to gain approval for vendor-supplied services.

Dimensions

Education:

Associate's or Bachelor's Degree in Business Administration, Finance or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of financial management experience, preferably within the IT area.

Complexity:

Learner/entry level role. Provides financial management of one or more outsourcing projects. Represents either a business unit or enterprise initiative. Works on projects that range in size, complexity and contract duration. Functions, somewhat independently, under general direction of senior level professionals, supervisors or managers. Generally follows documented procedures and checklists.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: SOURCING AND VENDOR RELATIONSHIP MANAGEMENT

Job Title: Technical Advisor **Job#: 5200**

General Characteristics

In an outsourcing environment, works with service providers to ensure their in-scope technical solutions are consistent with enterprise's business strategy and architecture. Works closely with business unit performance managers and quality assurance staff to review service provider problems, to analyze and validate the accuracy of information and the feasibility of solutions. May troubleshoot performance issues and resolve problems with service providers. Tracks industry trends and maintains knowledge of new technologies in the area of expertise to better evaluate business unit service requests and service provider proposals. Keeps current on the participating business strategies and advises when solutions may or may not be leveraged across the enterprise. Understands the value of technology in the enterprise's business processes, works with service providers to identify opportunities for innovation, cost reduction and improved efficiencies and reviews service provider solutions. In addition, this role provides input into the in-scope technical architecture for outsourcing projects.

Dimensions

Education:

Bachelor's or Master's Degree in Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT experience within one or more specialty areas. Has a deep level of understanding surrounding information systems, networking theory and architecture standards in areas of expertise.

Complexity:

Expert/lead technical role. Works on one or more projects as the subject matter expert or technical leader/consultant. When involved with a project team, acts in a consultative manner and typically does not provide administrative or management type of support. Works on complex tasks, projects or supports issues that involve a high degree of risk, impacts business unit performance and makes use of the individual's high level of knowledge within one or more areas of specialty. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Asset Manager **Job#: 5400**

General Characteristics

Manages the administration of IT inventory, asset management, and technical service contracts. Maintains and manages software license information and updates. Works with Manager, IT Procurement in the development of enterprise-wide IT purchasing standards and procedures. Creates and manages enterprise-wide asset management systems and serves as liaison to the Finance and Legal departments as it relates to the functions of this position. Ensures corporate and legal guidelines are followed for managing IT hardware and software assets.

Responsible for the evaluation, recommendation, and implementation of asset management systems for all IT technical assets. Provides support to the Finance department by providing asset information and managing the physical inventory control. Defines requirements for asset acquisition and procedures to include management and disposal strategies for the enterprise. Responsible for asset budget preparation, coordinates with IT Procurement on receipt of purchase orders, invoice processing and reconciles changes in inventory. Experience required includes extensive asset and financial management.

Dimensions

Education:

Bachelor's Degree in Business Administration, Finance, Accounting, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of business experience including managing team(s) responsible for assetmanagement, finance, procurement and/or service contract management.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to an IT Chief Operating Officer or Chief Sourcing Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Asset Management Administrator **Job#: 5410**

General Characteristics

Administers IT purchase and inventory system and management system. Updates and administers asset databases, tracking life cycle of all assets. Receives and manages inventory, ensures security of assets while in inventory. Maintains and manages supplier records, service level agreements, software license information and updates, and assists in developing enterprise-wide IT purchasing standards and procedures. Receives new equipment/software requests and monitors procurement and deployment activities. Verifies financial data (e.g., leased, depreciated or expensed), and monitors and reconciles changes in inventory and performs spot checks to ensure process and system quality.

Dimensions

Education:

Associate's or Bachelor's Degree in Business Administration, Finance, Accounting, or other related field. Or equivalent work experience.

Experience:

A minimum of 1 year of business experience in asset management, procurement, finance or relatedexperience.

Complexity:

Learner/entry level role. Works as a team member on one or more asset management projects. Performs tasks of low to medium complexity supporting the organization's asset management program. Functions, somewhat independently, under general direction of senior level professionals, supervisors or managers. Generally follows documented procedures and checklists.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Director, HR/IT **Job #: 5500**

General Characteristics

Acts as the strategic liaison between HR and IT. Provides HR leadership support and counsel to the IT organization in the areas of workforce planning, recruiting, training and career development, organization design, performance management, compensation, recognition and change management. Works with CIO and IT leadership team to develop a people strategy that supports the goals of the IT organization. Develop action plans and strategies to address particular IT workforce needs. Promotes innovation and continuous improvement in the IT organization.

Works with the IT leadership team to drive broad cultural change and position the organization for long-term success by helping to build a high performing IT workforce. Analyzes and presents information to the IT leadership team that enables good decision making and encourages the focus around key people issues. Ensures IT human capital management practices and programs align with and are in compliance with corporate HR policies and standards.

This position may have a joint reporting function into human resources and senior IT leadership (the CIO). This is a multifaceted position requiring a broad combination of skills spanning human resources, general management capabilities, and a solid understanding of IT functions, roles and responsibilities.

Dimensions

Education:

Bachelor's or Master's Degree in Business Administration, Human Resources, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of related experience in HR and IT including 3 years of leadership experience in managing medium to large teams and influencing senior level management and key stakeholders. Must have a broad knowledge of the IT function and in-depth knowledge of HR function.

Breadth:

Senior level management. Typically manages and mentors mid level managers. Works on multiple, complex projects in a leadership capacity by providing direction and support. Frequently reports to a corporate human resource executive, Chief Information Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Manager, HR/IT Staffing **Job#: 5600**

General Characteristics

Develops and implements sourcing strategies and programs to recruit and select both permanent and contracted staff for the IT organization. Viewed as the in-house consultant on recruiting and retention practices, and strategy. Manages a variety of recruiting efforts, which may include college and Internet recruitment, and use of recruitment firms. Ensures legal and corporate hiring policies are adhered to. Leads succession planning process; performs forecasting needs based on changes within the organization (e.g., retirement statistics, planned moves, reorganizations); creates and maintains a recruiting plan accordingly.

Manages the recruitment process, screening process, conducts interviews for permanent and contract staff (including basic technical interviews), makes recommendations for hire and manages the extension of offers. Has a strong understanding of the competitive marketplace (e.g., key competitors for employees, compensation pressure points, “hot” skills, and competitors’ differentiators). Proactive in representing IT issues and needs to HR leadership and is active in the HR and IT community to build awareness of the organization. Manages the relationship with contract staff vendors, negotiates contracts and pricing and maintains records of use of contracted services. May make hiring decisions for selected positions. Viewed as critical and respected resource to IT, and an advocate of IT needs to HR.

Dimensions

Education:

Bachelor’s Degree in Business Administration, Human Resources, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of related experience in HR and IT including managing team(s) and project(s).

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate human resource executive, IT Chief Operating Officer or Chief Sourcing Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Technical Recruiter **Job#: 5610**

General Characteristics

Responsible for sourcing and recruiting IT professionals for the enterprise. Works with management to define candidate qualifications. Interprets the organization's recruiting strategy, identifies sources, develops and executes recruiting plans to meet the organization's technical staff needs. Utilizes multiple channels to recruit candidates, which may include, but is not limited to, colleges, job fairs, Internet, employee referrals, recruitment firms. Identifies, screens and interviews qualified candidates. Conducts background checks and obtains references in accordance with established procedures. Must possess working knowledge of information technology used in the enterprise and understanding of skills required for each technical position. Must have ability to establish strong relationships with various recruitment sources to secure a candidate pool as needed.

Dimensions

Education:

Bachelor's Degree in Business Administration, Human Resources, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of related experience in recruiting and IT.

Complexity:

Intermediate professional level role. Works on multiple recruiting projects as a project team member, occasionally as a project leader. Works on small to large, complex assignments that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior recruiters.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: HR/IT Generalist **Job#: 5620**

General Characteristics

Responsible for providing the IT organization with exclusive, full range HR functional support. This involves functions such as recruiting (including college recruiting), maintaining employee personnel records, performance management consulting on organizational/personnel issues, managing compensation and benefits, addressing issues related to employee and labor relations—including AAP and EEO matters, often assessing training needs and designing and presenting training programs. May be involved in grievance and arbitration investigation and preparation, labor contract administration and contract negotiations.

Typically involves interaction with department heads, supervisors, and employees on HR related issues, including personnel policies and procedures, investigations and recommendations on employee disciplinary actions, job analysis and organizational review. Demonstrates knowledge of the IT industry and the business, as IT is their sole customer.

Assists in developing and administering enterprise-wide HR policies (e.g., drug and alcohol policies, absence control programs, work rules). Also involved in developing and maintaining employee communications programs through the design of newsletters and information campaigns for the purpose of informing the organization of HR policies/issues.

Dimensions

Education:

Bachelor's Degree in Business Administration, Human Resources, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of related experience in HR and IT.

Complexity:

Intermediate professional level role. Works independently, or on multiple projects as a project team member, occasionally as a project leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior HR staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Documentation Specialist/Technical Writer **Job#: 5800**

General Characteristics

Responsible for creation and maintenance of IT documentation. Translates technical and/or complicated information into clear, concise documents appropriate for various target audiences. Works with Development, Quality Assurance and Technical Support to produce a wide variety of technical publications including instructional materials, technical manuals, product documentation and the like for use by both the IT and business community. Interviews subject matter experts and technical staff to collect information, prepare written text, and coordinate layout and material organization. Researches information such as drawings, design reports, equipment and test specifications to fill any gaps.

Reviews, critiques, and edits documentation including design documents, programmer notes and system overviews. Requires knowledge of company product lines and document structure. Depending on the industry/work environment, such documents may include various media, including written and video. Responsibilities include maintenance of internal documentation library, providing and/or coordinating special documentation services as required, and oversight of special projects. Must have strong organizational and project management skills and excellent writing and editing skills.

Dimensions

Education:

Bachelor's Degree in Journalism, Technical Writing, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of business or technical writing experience and working knowledge of multiplesoftware and graphics packages.

Complexity:

Intermediate professional level role. Works on several moderately complex, to complex document management projects as a project team member. May coach more junior staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Manager, IT Finance **Job#: 6000**

General Characteristics

Provides financial management for the IT organization. Leads the analysis, development and implementation of financial services for IT planning and control. Analyzes and prepares IT budget and develops proposals with supporting documentation and justification. Leads analysis on IT financial conditions, business compliance matters and effectiveness of strategies and programs to business objectives, develops recommendations for senior IT leadership team for a variety of business issues. Provides financial statements for IT leadership team such as monthly budgets and summary reports. Audits and approves invoices for contract payment. Develops financial metrics and conducts audits to ensure compliance. Drives common accounting practices, reconcilements and consistent reporting. Ensures the compliance with all federal and state legislations as well as internal policies and procedures. May be in charge of developing an appropriate pricing model and chargeback scheme for IT services.

Dimensions

Education:

Bachelor's Degree in Finance, Economics, Accounting, or other related field. Or equivalent work experience.

Experience:

A minimum of 6 years of financial management experience including managing team(s) responsible forfinancial analysis, planning, cost analysis, market capitalization, P&E ratios and financial statements.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or professional staff. Responsible for supporting complex IT financial activities on an IT enterprise-wide basis and/or business unit level. Frequently reports to a corporate Chief Financial Officer, Chief Information Officer, IT Chief Operating Officer or Operating Unit IT Executive.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Director, IT Risk and Compliance **Job#: 6100**

General Characteristics

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Leads cross-functional teams in performing reviews and tests of IT internal controls to ensure that existing IT systems are operating as designed and that they contain adequate controls. Facilitates risk assessments and identifies risk themes. Proactively promotes enhancement of technology-related internal controls awareness and training across IT and business units.

Monitors and analyzes technology risk trends, recommends appropriate IT policies, procedures and practices to strengthen internal operations. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Possesses detailed knowledge of industry regulatory environment and risk management practices, and thorough understanding of local and federal regulations such as Sarbanes-Oxley, Basel II, and HIPAA.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business work experience including managing team(s) responsible forrisk management, compliance and audit, information security management.

Breadth:

Senior level management in risk and compliance management. Has overall responsibility for department decisions and management. Provides strategic direction, coaches and mentors more junior management staff and/or senior level professionals. Has accountability for IT functional/departmental results. Frequently reports to a corporate risk management executive, Chief Financial Officer or Chief Information Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Manager, IT Audit **Job#: 6200**

General Characteristics

Leads and manages internal audit function for information systems audits and compliance-related work (e.g., Sarbanes-Oxley Act compliance) using generally applicable and accepted standards and framework for IT audit (e.g., COBIT). Develops and implements an IT audit strategy and plan to review technical systems controls, identify control weakness and communicate significant control and compliance risk to senior management. Provides recommendations to correct or mitigate IT systems control and compliance weaknesses. Works with corporate and IT risk management team in developing and implementing internal control policies in a wide variety of IT processes. Promotes compliance with regulatory requirements and IT best practices, especially with respect to project management, systems development and information security. Provides control-related consultancy to management teams and ensures the existing/new applications and/or technology infrastructure elements comply with enterprise security, control and audit standards in addition to passing local and federal regulatory examinations.

Supervises and conducts audit activities. Prepares audit reports, advises IT leadership and business line management about the status of technology-related internal control and compliance issues, makes recommendations for risk mitigation, process, control or cost improvement approaches. Plans, manages, directs and reviews the work of technical auditors and consultants.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and/or auditing work experience including managing team(s) responsible for audit, finance or accounting functions. Typically possesses an IT auditing professional designation (e.g., Certified Information System Auditor (CISA)) or accounting professional designation (e.g., CPA).

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate Chief Financial Officer, Chief Information Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: IT Auditor **Job#: 6210**

General Characteristics

Responsible for planning and performing audits of information systems and related processes in a multi-platform environment. This may include reviewing organizational IT policies, standards and procedures and providing advice on their adequacy, accuracy and compliance with government guidelines and regulatory requirements (e.g., Sarbanes-Oxley Act); assisting management in the identification and assessment of technology related risks, and reporting on the adequacy of risk-based controls; evaluating technology and business related controls for integrated IT and business auditing efforts. Participates in new system development and implementation reviews by reviewing project documentation, conducting interviews, assessing work completed.

Ensures that development efforts are in compliance with organizational policies, standards and procedures, and controls are adequately incorporated into the systems; identifies areas of opportunity for process, control or cost improvement. Works with outside auditors to help reconcile discrepancies or support the external auditing functions and local, federal examinations. May be responsible for developing and implementing tools to support automated audit effort. May perform due diligence and special review(s) work as required by management. Has working knowledge of generally applicable and accepted auditing standards and framework (e.g., COBIT) and best practices for IT services management (e.g., ITIL), government guidelines and laws (e.g., Sarbanes-Oxley Act).

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Typically requires an IT auditing professional designation (e.g., Certified Information System Auditor (CISA)) or accounting professional designation (e.g., CPA).

Experience:

A minimum of 5 years of IT work experience, including 2 to 3 years IT auditing or equivalent experience.

Complexity:

Advanced professional level role. Works on multiple auditing projects as a project leader or frequently as the subject matter expert. Works on projects/issues of medium to high complexity that require demonstrated knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS MANAGEMENT/ADMINISTRATION

Job Title: Business Management Specialist **Job#: 6400**

General Characteristics

Assists with the daily operations and provides general administrative support to the assigned IT organization. Responsibilities may include participating and assisting in the preparation of annual business plan for the assigned IT functional area, coordinating the contract management efforts, such as the development of requests for proposals (RFP) and supporting the development and final execution of contracts. Maintains annual expense budgets utilizing proper accounting/budgeting controls, enters financial data into tracking system and provides regular and ad-hoc financial status reports. Implements cost allocation program, and responds to basic questions and concerns from the business areas. Reviews contract invoices, identifies disparities and resolves basic issues with the vendors. May serve as the liaison between IT technical teams, resource manager and human resources organization to develop and implement appropriate IT talent management activities. May participate in the development, implementation and maintenance of IT communication strategies and plans.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of relevant IT and business work experience.

Complexity:

Intermediate professional level role. Performs assigned tasks of moderate to high complexity using established procedures, standards and guidelines. Works independently or on multiple projects as a project team member, occasionally as a project leader. Works on small to large, complex projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TRAINING

Job Title: Manager, Technical Training **Job#: 6600**

General Characteristics

Manages the IT training life cycle, including needs analysis, training strategy and development and delivery of training programs and tools for IT professionals and end-users. Additionally, implements and manages a skills management and competency development process for the IT professional staff and end-user community. Coordinates or provides services to identify business and subsequent training drivers for the organization and identifies technology drivers for the analysis of roles and their associated skills and competencies. Leads analysis of current skills to identify skill gaps and works with IT to prioritize skills training and development imperatives. Ensures a technical learning environment exists in the organization. Responsible for ensuring capability of technology is maximized through effective training, resulting in transfer of knowledge and skills that support organizational needs.

Oversees the development of curriculums and specific courseware to address skill gaps for IT professionals and end-users, and oversees the selection and usage of various training delivery systems and certification/testing methods to assess the effectiveness and efficiency of programs. Measures training return on investment (ROI) and helps to pilot test new training techniques, strategies, tools and processes to increase training effectiveness.

Dimensions

Education:

Bachelor’s Degree in Instructional Technology, Computer Science, Information Systems, Education, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of Training (including curriculum development for IT and instructional technology) experience, 2 or more years of training management experience.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate training officer, IT Chief Operating Officer or Chief Information Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: TRAINING

Job Title: Technical Trainer **Job#: 6610**

General Characteristics

Responsible for the creation, and delivery of training and development programs to all levels of end-users and IT professionals. Involved in training needs assessment process and vendor selection. Works closely with both IT and the business to understand system and training needs for applications and packages supported. Develops documentation for custom applications and packaged applications, using a variety of mediums as needed. Designs training programs, classes, workshops, and Computer Based Training (CBT) and on-line help. Delivers training to a variety of audiences, understanding and applying adult learning principles. More junior position works on and delivers training programs for standard packages and productivity tools (e.g., Word, Excel, e-mail). More senior position delivers technical training to IT professionals, and requires in-depth knowledge and experience in the systems/applications/programming languages supported (e.g., Oracle, NT, C++).

Dimensions

Education:

Bachelor's Degree in Instructional Technology, Computer Science, Information Systems, Education, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of Training (including IT course development and delivery) experience.

Complexity:

Intermediate professional level role. Works independently or on multiple IT training projects as a project team member, occasionally as a project leader. Works on small to large, complex IT training projects that require increased skill in multiple technical environments and knowledge of a specific business area. May coach more junior staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Security Manager **Job#: 6800**

General Characteristics

Manages the development and delivery of IT security standards, best practices, architecture and systems to ensure information system security across the enterprise. Implements processes and methods for auditing and addressing non-compliance to information security standards; facilitates migration of non-compliant environments to compliant environments. Conducts studies within and outside the organization to ensure compliance with standards and currency with industry security norms. Manages and participates in the planning and implementation of security administration for all IT projects. Responsible for evaluation and selection of security applications and systems. Makes recommendations and assists in the implementation of changes to work methods and procedures to make them more effective or to strengthen security measures. In organizations where customers or vendors access databases/applications, security takes on a higher level of criticality for the protection of corporate intellectual capital.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience with a broad range of exposure to all aspects of business planning, systems analysis and applications development. Experience with managing team(s) and project(s) for information security management.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and subject matter expert. Frequently reports to a Corporate Security Officer, Chief Information Security Officer, Chief Technology Officer or IT Chief Operating Officer.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Security Analyst **Job#: 6810**

General Characteristics

Develops and manages security for more than one IT functional area (e.g., data, systems, network and/or Web) across the enterprise. Assists in the development and implementation of security policies and procedures (e.g., user log-on and authentication rules, security breach escalation procedures, security auditing procedures and use of firewalls and encryption routines). Prepares status reports on security matters to develop security risk analysis scenarios and response procedures. Responsible for the tracking and monitoring of software viruses. Enforces security policies and procedures by administering and monitoring security profiles, reviews security violation reports and investigates possible security exceptions, updates, and maintains and documents security controls.

Involved in the evaluation of products and/or procedures to enhance productivity and effectiveness. Provides direct support to the business and IT staff for security related issues. Educates IT and the business about security policies and consults on security issues regarding user built/managed systems. Represents the security needs of the organization by providing expertise and assistance in all IT projects with regard to security issues. Must have extensive knowledge in networking, databases, systems and/or Web operations. More junior level position primarily focuses on security administration; a more senior level position is involved in developing enterprise security strategies, management of security projects and the most complicated security issues.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of combined IT and security work experience with a broad range of exposure tosystems analysis, applications development, database design and administration; one to two years of experience with information security. Requires knowledge of security issues, techniques and implicationsacross all existing computer platforms.

Complexity:

Intermediate professional level role. Works independently or on multiple IT security projects as a project team member, occasionally as a project leader. Works on small to large, complex security issues or projects that require increased skill in multiple IT functional areas. May coach more junior staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Data Security Specialist **Job#: 6820**

General Characteristics

Responsible for the planning, design, enforcement and audit of security policies and procedures which safeguard the integrity of and access to enterprise systems, files and data elements. Responsible for acting on security violations. Maintains knowledge of changing technologies, and provides recommendations for adaptation of new technologies or policies. Recognizes and identifies potential areas where existing data security policies and procedures require change, or where new ones need to be developed, especially regarding future business expansion. Provides management with risk assessments and security briefings to advise them of critical issues that may affect customer, or corporate security objectives. Evaluates and recommends security products, services and/or procedures to enhance productivity and effectiveness. Oversees security awareness programs and provides education on security policies and practices.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of IT work experience with a broad range of exposure to systems analysis, applications development, database design and administration; one to two years of experience with informationsecurity. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:

Intermediate professional level role. Works on multiple projects as a team member and leads the data-related security components. Develops security solutions for medium to highly complex assignments. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Network Security Specialist **Job#: 6830**

General Characteristics

Involved in the full life cycle of network security management. Assists in the development and implementation of security policies, procedures and measures in a networking environment. Responsible for firewall configuration, maintenance, monitoring and other various network security measures. Performs security assessments and reviews networking initiatives for security compliance. Prepares status reports on security matters to develop security risk analysis scenarios and response procedures. Involved in the continual improvement of the network infrastructure and implementation of new security-based technologies. Evaluates and recommends security products for various platforms in the networking environment. Educates users about network security policies and consults on security issues. Must have broad technical knowledge of client/server, network topology and network/infrastructure security.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of combined IT and security work experience with a broad exposure to infrastructure/network and multi-platform environments. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:

Intermediate professional level role. Develops security solutions for medium to high complex assignments. Works on multiple projects as a team member and lead network-related security components. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Systems Security Specialist **Job#: 6840**

General Characteristics

Develops, evaluates and manages systems security across the enterprise. Areas of concentration include account management, password auditing, network based and Web application based vulnerability scanning, virus management and intrusion detection. Requires technical expertise in systems administration and security tools, combined with the knowledge of security practices and procedures. Assists in the development and implementation of security policies and procedures (e.g., user log-on and authentication rules, security breach escalation procedures, security auditing procedures and use of firewalls and encryption routines). Prepares status reports on security matters to develop security risk analysis scenarios and response procedures.

Enforces security policies and procedures by administering and monitoring security profiles, reviews security violation reports and investigates possible security exceptions, updates, and maintains and documents security controls. Involved in the evaluation of products and/or procedures to enhance productivity and effectiveness. Provides direct support to the business and IT staff for systems security related issues. Educates users on systems security standards and procedures. Must have broad technical knowledge of network operating systems (e.g., UNIX, NT).

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of combined IT and security work experience with a broad exposure to infrastructure/network and multi-platform environments. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:

Intermediate professional level role. Develops security solutions for medium to high complex assignments. Works on multiple projects as a team member and lead systems-related security components. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: SECURITY MANAGEMENT

Job Title: Web Security Specialist **Job#: 6850**

General Characteristics

Assists in the development and management of Web security policy and procedures for the enterprise. Evaluates information security solutions on Inter/Intranet/Extranet environments. Responsible for monitoring, assessing and reviewing rule base and configurations of firewalls and intrusion detection systems. Performs security assessment reviews of the e-commerce applications for compliance to security policies, standards and practices. Reviews software products and recommends security solutions for various platforms and initiatives. Educates users on the Web security standards and practices. Reviews and prepares status reports on security matters to develop security risk analysis scenarios and response procedures.

Ensures compliance to security policies and procedures by administering and monitoring security profiles; reviews security violation reports and investigates possible security exceptions; updates, maintains and documents security controls. Must have knowledge of client/server and Web technologies and a strong understanding of e-commerce operations.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of combined IT and security experience with a broad range of exposure to infrastructure/Web and multi-platform environments. Requires knowledge of security issues, techniques and implications across all existing computer platforms.

Complexity:

Intermediate professional level role. Develops security solutions for medium to high complex assignments. Works on multiple projects as a team member and leads Web-related security components. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS CONTINUANCE MANAGEMENT

Job Title: Manager, Business Continuance **Job#: 7000**

General Characteristics
Responsible for the implementation and integration of risk management procedures across the enterprise, based on a thorough understanding of key IT services that must be maintained to reduce financial loss and critical customer service capability. Ensures monitoring and testing of business continuance procedures, ensures response to system failures, and is proactive in building processes to minimize/eliminate downtime. Develops service level risk management agreements with the business and with vendors.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 7 years of IT and business work experience including managing large-scaled IT infrastructure and support functions, risk management, process re-engineering or improvement. Experience with managing team(s) and project(s).

Breadth:
Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate risk management officer, Chief Information Officer, Chief Information Security Officer, Chief Technology Officer or IT Chief Operating Officer.

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JOB FAMILY DESCRIPTIONS

JOB FAMILY: BUSINESS CONTINUANCE MANAGEMENT

Job Title: Business Continuance Specialist **Job#: 7010**

General Characteristics
Develops risk management procedures, business continuance scenarios, and contingency plans for central and distributed systems and networks to maintain operations during downtime and/or major disasters. Identifies and makes recommendations regarding critical points of failure. Develops and implements policies and procedures for business continuance and test plans with various operational and support groups in IT. Involved in the evaluation and selection of vendors to ensure service level agreement meet business continuance planning requirements.

Dimensions
Education:
Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 3 years of IT work experience in information systems support, administration and risk management.

Complexity:
Intermediate professional level role. Performs contingency planning and analysis for medium to highly complex assignments. Works on multiple projects as a team member and leads business continuance planning components. May coach more junior technical staff.

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CONTRACT EXHIBIT J

JOB FAMILY DESCRIPTIONS

JOB FAMILY: PRODUCT DEVELOPMENT

Job Title: Manager, Product Development **Job#: 7200**

General Characteristics

Manages research and development activities relating to the design and development of software or hardware products and qualification or re-qualification of new and existing products. Works with a cross-functional team to ensure fulfillment of product requirements, evaluates product performance and transition products from development to commercialization. Assists in determining product delivery and deployment dates for new product releases, feature and maintenance releases and regular corrective service or service pack releases.

Acts as a technical consultant to the product organization and leads research, and prototyping of innovative technologies and products. Ensures the technology and architectural roadmap of engineering is properly aligned with and supports the product/business road map. Acts as a customer liaison on technical issues related to product integration, custom development and requirements. May lead major releases and ensure feature enhancements respond to customer requests. Responsible for product delivery managing schedules and tasks related to all aspects of product development.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Engineering, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of high-tech industry, product engineering and/or IT work experience. Experiencewith managing team(s) responsible for software, hardware design, engineering and development functions.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a corporate senior level software development executive, research and development executive or Chief Technology Officer.

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JOB FAMILY: PRODUCT DEVELOPMENT

Job Title: Product Architect **Job#: 7210**

General Characteristics

Chairs the product architecture team and provides technical leadership in the planning, design and architect phases of software or hardware product development. Identifies, evaluates, and recommends solutions using advanced architectures and technologies to facilitate rapid development and implementation. Understands key competitors' products and differentiating features. Works with a cross-functional team to translate customer requirements into detailed architectural approaches and product specifications, creates realistic development plans and schedules, evaluates and prioritizes requests for product changes and enhancements.

Understands business needs as well as customer and market requirements. Applies creativity, in-depth technical and theoretical knowledge, and experience in solving highly complex architectural design problems. Recommends new technology directions or options to maintain products' competitive advantages. Communicates technology design and any related issues to technical and non-technical audiences including customers and technical partners. Prepares and documents product architecture plans. May design technical testing methods to meet target product scalability and performance objectives. Participates in the standards committees and other industry gatherings to track industry trends and maintains knowledge of new technologies to better serve the enterprise's architecture needs.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, Engineering or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of high-tech industry, product engineering and/or IT work experience.

Complexity:

Expert/lead technical role. Provides technical expertise and direction for the development of complex hardware and software projects. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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JOB FAMILY: PRODUCT DEVELOPMENT

Job Title: Product Engineer **Job#: 7220**

General Characteristics

Responsible for all aspects of software or hardware product delivery and performance. Works with design engineering and test team to drive products from design completion to volume production release. Performs various engineering tests to verify and validate product designs, such as defining and specifying new product Design Verification Test (DVT) requirements and participation in the DVT process. Supports product evaluation and qualification on leading edge technology components. Ensures that production schedules are followed and product(s) meet specifications and quality requirements. Interacts with product engineering, quality, manufacturing and marketing teams to analyze and provide technical support to help resolve customers' product related problems/issues.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Engineering or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of high-tech industry, product engineering and/or IT work experience.

Complexity:

Intermediate professional level role. Performs product design and engineering work for medium to highly complex assignments. Works on multiple projects as a team member, sometimes as a technical leader. May coach more junior technical staff.

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JOB FAMILY: PRODUCT DEVELOPMENT

Job Title: Product Developer **Job#: 7230**

General Characteristics

Responsible for designing and developing software or hardware product. Understands business and customer requirements that drive the analysis and design of technical solutions. Participates in all phases of product development lifecycle, including the analysis, design, test and integration of products. Develops design specifications and parameters that are in compliance with products' architectural blueprints. Researches, evaluates and incorporates new technology and tools to enhance the product development process. Resolves customer complaints with products and responds to suggestions for improvement and enhancements. May assist in development of product user manuals.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Engineering or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of high-tech industry, product engineering and/or IT work experience.

Complexity:

Intermediate professional level role. Performs product design and development work for medium to highly complex assignments. Works on multiple projects as a team member, sometimes as a technical leader. May coach more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Manager, Systems Software **Job#: 7400**

General Characteristics

Responsible for managing the programming, administration and support activities for the enterprise's operating systems that may reside on multiple platforms. Has a high level understanding of operating systems and foundation architecture. Accountable for operating systems software selection and development and continued maintenance of such systems to improve efficiencies. Develops departmental standards and procedures including systems programming standards and program documentation requirements. Defines and monitors multiple projects, provides technical and administrative supervision. Must interface with members of the IT and user community to coordinate activities relating to the implementation of new software. Provides technical consultation and support to users and other IT staff.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience including managing team(s) responsible for systems engineering, development, administration and support.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Chief Information Officer, IT Chief Operating Officer, Chief Technology Officer, Operating Unit IT Executive or Departmental IT Executive.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Systems Architect **Job#: 7410**

General Characteristics

Responsible for providing senior level expertise on decisions and priorities regarding the enterprise's overall systems architecture. Facilitates the establishment and implementation of standards and guidelines that guide the design of technology solutions including architecting and implementing solutions requiring integration of multiple platforms, operating systems and applications across the enterprise. Reviews, advises and designs standard software and hardware builds, system options, risks, costs vs. benefits and impact on the enterprise business process and goals.

Develops and documents the framework for integration and implementation for changes to technical standards. Assists in the development of and manages an architecture governance process. Provides technical guidance to project team areas as appropriate. Tracks industry trends and maintains knowledge of new technologies to better serve the enterprise's architecture needs.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience in infrastructure/systems environments performing systems planning, architecture design, engineering (hardware and software) and optimization.

Complexity:

Expert/lead technical role. Defines systems architecture and design for the enterprise. Works on multiple projects as a project leader or as the subject matter expert. Works on projects/issues of high complexity that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Systems Software Programmer **Job#: 7420**

General Characteristics

Responsible for the analysis, development, modification, installation, testing and maintenance of oper-ating systems software. Possesses a strong understanding of systems programming, graphical user interfaces and control languages. Evaluates vendor supplied software packages and makes recommendations to IT management. Modifies and/or debugs vendor-supplied utilities and packages. Modifies, installs and prepares technical documentation for system software applications. Diagnoses, isolates and de-bugs software problems and performs problem resolution. Monitors systems capacity and performance, plans and executes disaster recovery procedures and provides Tier 2 technical support.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of IT work experience in systems administration and programming.

Complexity:

Intermediate professional level role. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. Works on moderately complex tasks, projects, activities or support issues that require increased skill in multiple technical environments and has expertise in one product/system. May coach more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Groupware Specialist **Job#: 7430**

General Characteristics

Responsibilities include defining the business requirements for the organization's next generation of collaborative work tools, which involves working with end-users to develop specifications for the development and implementation of groupware applications (e.g., Lotus Notes, Microsoft Exchange). Based on the business requirements, responsible for the implementation, maintenance and support of groupware systems. Evaluates and recommends associated hardware/software solutions based on business requirements and user needs.

Responsibilities include providing technical leadership in the design, development and promotion of selected groupware strategies. Actively involved in engineering and deploying various groupware applications such as team collaborative computing, Internet and wireless access, document sharing and next generation messaging clients.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of IT work experience in programming and systems analysis. Experience with groupware/messaging technologies, tools and relevant platforms.

Complexity:

Intermediate professional level role. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. Works on moderately complex tasks, projects, activities or support issues that require increased skill in multiple technical environments and has expertise in one product/system. May coach more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Systems Administrator **Job#: 7440**

General Characteristics

Deploys the release of new technologies as well as designs, installs, configures, maintains and performs system integration testing of PC/server operating systems, related utilities and hardware. Responsible for trouble shooting server problems as reported by users. Researches, evaluates and recommends software and hardware products. Supports Web access and electronic messaging services and maintains a secure systems environment. Provides new hardware specifications to users based on application needs and anticipated growth, installs new servers and maintains the server infrastructure.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience. Requires a high level of expertise in multiple systemenvironments.

Complexity:

Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve system issues. Performs troubleshooting for complex hardware, software and network problems. Works on multiple projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: UNIX Systems Administrator **Job#: 7450**

General Characteristics

Installs, configures, maintains and performs system integration testing of UNIX based operating systems, related utilities and hardware. Responsible for troubleshooting UNIX-based hardware and software problems. Monitors systems activities and fine tunes system parameters and configuration to optimize performance and ensure security of systems. Performs capacity analysis, monitors and controls usage of disk space. Develops procedures for routine administration including backup/restore, shutdown, and startup. Provides recommendations for improving the server environment, such as capacity thresholds, security gaps, patch levels and hardware recalls.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience. Requires a high level of expertise in multiple systemenvironments with emphasis in UNIX-based systems.

Complexity:

Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve system issues. Performs troubleshooting for complex hardware, software and network problems. Works on multiple projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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JOB FAMILY: SYSTEMS PROGRAMMING AND ADMINISTRATION

Job Title: Storage Management Specialist **Job#: 7460**

General Characteristics

Provides efficient and reliable storage allocation and defines backup, recovery, archival procedures. Develops and implements business continuity practices for storage management. Installs, configures, tests and implements storage management software and hardware. Monitors use and availability of storage resources. Maintains and modifies backup and recovery procedures to meet high availability and mission critical business needs. Troubleshoots storage related issues and takes appropriate actions. Generates reports and analysis on storage usage. Maintains storage configurations to provide capacity planning and performance monitoring/tuning of systems. Benchmarks, evaluates and makes recommendations for the selection of storage management software and hardware products. Possesses skills and knowledge related to network, operating systems, Storage Area Network (SAN), Network Attached Storage (NAS) and tape backup solutions.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience. Requires a high level of expertise in multiple system environments. Experience with networking, storage and systems administration.

Complexity:

Intermediate professional level role. Defines procedures for monitoring and evaluates, diagnoses and establishes work plan to resolve storage management issues. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. May coach more junior technical staff.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Director, Enterprise Architecture **Job#: 7500**

General Characteristics

Leads the creation and/or evolution of the enterprise architecture function/program including coordination of an appropriately balanced pursuit of enterprise business, information, technical and solution architectures. Leads the identification and analysis of enterprise business drivers to develop enterprise architecture requirements. Analyzes technology industry and market trends and determines potential impact upon the enterprise. Leads the development of enterprise architecture governance structure based on business and IT strategies. Oversees enterprise architecture implementation and ongoing refinement activities. Directs the development and execution of a communication (including education) plan for enterprise architecture standards. Acts as a sounding board or consultant to IT and business leaders in the development of IT solutions for business needs.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business/industry work experience including architecture design and deployment, systems lifecycle management and infrastructure planning and operations, with 3 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders.

Breadth:

Senior level management. Participates in the technical aspects of strategic decisions regarding IT for the enterprise. Implements and manages those initiatives with complete autonomy. Makes decisions for the organization based on the highest degree of technical complexity and through understanding the far-reaching implications across the IT organization. Frequently reports to a Chief Information Officer or Chief Technology Officer of an enterprise.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Manager, IT Business Planning **Job#: 7600**

General Characteristics

Assists the IT organization in defining and implementing its business plan and goals to support the strategy and goals of the organization. Responsible for working with IT and business leaders to create the business plan for IT. Assists in the cascading of plans to the various IT divisions/departments. Scans the external IT environment to provide a common set of planning assumptions, competitive analysis, current and future market assessments for products and services to the business, and a common set of planning processes and tools to assist those with planning responsibility in IT. Assists IT and business leadership in actualizing the business plans within their own area of responsibility, working with them to ensure that technical and resource decisions link to the overall IT plan. Works closely with the enterprise's business planning leaders to ensure alignment.

Responsible for ensuring that business planning and purpose is considered in all key IT decisions, and therefore must be involved in the discussion and decision making process for technology, business, and human resource investments on an on-going basis. Works with Finance and Human Resources to represent the needs of IT and understand the cost and human resources impact of those needs in creating, implementing and adjusting business plans.

This position typically reports to the CIO. Ensures alignment of the IT strategy to the business strategy. Responsible for ensuring integration of all work performed across all business units. Responsible for educating senior business leaders on the IT strategy as well as educating senior IT leadership on the direction of the business. High degree of business complexity and impact to overall success of IT in meeting business needs.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, Finance, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT and business work experience with a broad range of exposure to various technical environments and business segments. Experience with managing team(s) responsible in strategicplanning, infrastructure and operational support functions.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and a subject matter expert. Frequently reports to a Chief Information Officer, IT Chief Operating Officer, Chief Technology Officer or Operating Unit IT Executive.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Enterprise Architect **Job#: 7610**

General Characteristics

Provides overall direction, guidance and definition of an enterprise's architecture to effectively support the corporate business strategy. Responsibilities include researching, analyzing, designing, proposing, and delivering solutions that are appropriate for the business and technology strategies. Must have significant business knowledge and have one or more areas of technical expertise in which they concentrate. Interfaces across several business areas, acting as visionary to proactively assist in defining the direction for future projects. Responsible for conception of solutions, building consensus and the selling and execution of such solutions.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT work experience in multiple IT areas and 2 to 3 years of relevant enterprise-wide architecture experience in one or more specialty areas.

Complexity:

Expert/lead technical role. Defines enterprise-wide architectures and designs across multiple IT functional areas. Works on multiple projects as a project leader or as the subject matter expert. Works on highly complex projects that require in-depth knowledge across multiple technical areas and business segments. Coaches and mentors more junior technical staff.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Business Process Consultant **Job#: 7620**

General Characteristics

Facilitates the optimization of business unit performance by enhancing the alignment between business processes and information technology. Responsible for actively resolving day-to-day technology needs of the business unit with a focus on the analysis of processes—dissecting problems and suggesting solutions. Includes complex systems process analysis, design and simulation. Must understand technical problems and solutions in relation to the current, as well as the future business environment. Must be able to suggest plans to integrate new and existing processes. Provides input and supports planning and prioritization for business process engineering related activities, including developing the business unit process engineering plan and integrating that plan with the corporate plan. Possesses knowledge and experience leveraging both IT solutions and business process improvements.

Participates in continuous review and update to ensure that processes meet changing business unit conditions. Identifies processes for improvement, documents existing processes, identifies and analyzes gaps between current processes and the desired state, designs new processes, develops process performance measures and plans the transition to a new process. Provides counsel and leadership on future use of technology and business process improvements. This requires a high level of understanding of the organization's business systems and processes as well as industry-wide requirements. Must demonstrate expertise in strategic planning, tactical execution, project management, process management and business systems requirements definition.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of IT experience, 4 years of experience in process engineering and 2 yearsexperience in project management.

Complexity:

Expert/lead technical role. Works on large, complex projects that have enterprise-wide impact and require subject matter expertise of multiple process improvement areas and mastery of process improvement tools. Works as a project team member on multiple projects to facilitate process improvements involving multiple sites or business areas, often as a project leader. Coaches and mentors more junior staff.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: IT Business Consultant **Job#: 7630**

General Characteristics

Works with business leaders and acts as a liaison between IT and business units (typically leadership for assigned business units) or vendors. Viewed as integral to the business in any decisions that may be impacted by technology. Acts as a business relationship manager responsible for the collection, analysis, review, documentation and communication of business needs and requirements to the IT organization. Leads the gathering of business needs as well as the design of solutions through direct interaction with business unit leaders. Focuses on developing and improving business processes at all times, assisting with the development of metrics, both within the technology and business organizations.

Has a strong understanding of information systems, business processes, the key drivers and measures of success for the business, and the short- and long-term direction of the business and technology. Identifies, proposes and influences business solutions, negotiates deliverables and requirements across multiple business customers or organizations. Ensures that the design and integration of proposed system, software and hardware solutions leads to the development and growth of the business through effective use of technology. Integrally involved in ‘buy vs. build’ decisions.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, Business Administration,or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of relevant technical and business work experience.

Complexity:

Expert/lead technical role. Works with business senior management in one business segment and corporate staff executives to align technology solutions with business strategies. Demonstrates breadth and in-depth knowledge of a business area to identify and communicate how IT solutions can add value. Supports one or more key business functions. Issues and interactions tend to be highly complex and have significant strategic importance. Serves as a project team member for strategic planning or as a team lead.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Business Analyst **Job#: 7640**

General Characteristics

Serves as a liaison between the business community and the IT organization in order to provide technical solutions to meet user needs. Possesses expertise in the business unit(s) they support, as well as, an understanding of the IT organization's systems and capabilities. Analyzes business partner's operations to understand their strengths and weaknesses to determine opportunities to automate processes and functions. Assists in the business process redesign and documentation as needed for new technology. Translates high level business requirements into functional specifications for the IT organization and manages changes to such specifications. Educates the IT organization on the direction of the business. Negotiates agreements and commitments by facilitating communication between business unit(s) and IT from initial requirements to final implementation. Possesses an understanding of technological trends and uses this knowledge to bring solutions to business units supported to enhance the enterprise's competitive edge. May make recommendations for buy vs. build decision.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of relevant technical or business work experience.

Complexity:

Intermediate professional level role. Works with business partners within one business function to align technology solutions with business strategies. Demonstrates an informed knowledge of a business area to resolve problems on an ongoing business. Supports several moderately complex business processes. Works on multiple projects as a project team member, occasionally as a project leader. May coach more junior staff.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Director, Business Relationships

Job#: 7700

General Characteristics

Overall responsibility for serving as the strategic interface with assigned business units for the purpose of business/IT strategy development, solution discovery, service management, risk management and relationship management. Serves as the business relationship linkage between the business units and IT (at the executive level). Provides highly-valued strategic consulting level support and guidance through key IT initiatives. Communicates decisions, priorities and relevant project information to appropriate levels of staff regarding business unit requests, projects and initiatives. Proactively shares knowledge of technology risks and opportunities to build competitive advantage and improve efficiency and effectiveness of business units.

Proactively serves as a “trusted advisor”, and is the primary point of contact from IT for business line executives, managers and key contacts and represents IT in selling IT services and capabilities. Provides support in delivering technology products and services to ensure business satisfaction. Strives to be a valued and preferred IT service provider to all business partners. Focuses on strategic initiatives and plans, proactive, anticipatory and driving in nature and provides significant value to business units. Facilitates the planning and execution of business changes through the use of technology. Serves a lead role in enabling the business to achieve their objectives through the effective use of technology.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 10 years of IT and business work experience with a broad range of exposure to various technical environments and business segments. At least 3 years of experience with managing team(s) responsible in strategic planning, business development or client management and working with a broad range of diverse and complicated business units. Must possess very strong business acumen.

Breadth:

Senior level management. Works with business unit and corporate staff executives to develop a technology strategy that aligns with IT and across all business units. Must have strong understanding of each business unit to include their business drivers for success, process and approaches to business models. Frequently reports to a Chief Information Officer, IT Chief Operating Officer or Chief Technology Officer.

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JOB FAMILY: BUSINESS ANALYSIS AND PLANNING

Job Title: Manager, Customer Relations **Job#: 7800**

General Characteristics

Overall responsibility for establishing, managing and maintaining strategic relationships with external customers in one or more business segments. Regularly interacts with functional groups within the IT organization to communicate and clarify customer requirements. Performs as liaison between enterprise and end-users, outside vendors, contractors, and consultants to define and establish service and support requirements. Investigates and resolves customer relationship problems. May participate in contract negotiation and administration.

Analyzes and determines operational and financial impact of new product and service offerings. Proposes changes or solutions to products and services for optimal business results. Assists in organization change management and functions as an internal consultant in analyzing business processes, assessing and defining customer specifications and requirements, proposing business solutions that prioritizes technology and services needs to satisfy customer requirements, and facilitating solution design, building and testing.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, Marketing, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of relevant IT and business work experience. Experience with managing teams and projects.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex projects as a project leader and the subject matter expert. Frequently reports to a Chief Information Officer, IT Chief Operating Officer or Chief Technology Officer.

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JOB FAMILY: RELEASE MANAGEMENT

Job Title: Configuration Management Analyst **Job#: 8000**

General Characteristics

Provides Configuration Management (CM) support for the customer's software baseline control efforts. Maintains the baseline using automated CM tools. Responsible for maintaining project software and documentation inventory and configuration baselines. Establishes and maintains the CM processes and procedures. Defines and implements procedures for releasing products throughout the whole product life cycle. Serves on the Configuration Control Board (CCB). Produces builds of products for use in testing and in production; identifies and implements processes to strengthen, streamline and automate build processes; serves as an advocate for best practices; drives the development and maintenance of build automation tools; maintains the source code change control; performs distribution partner and corporate client set-ups.

Performs software deficiency and change request updates and reporting. Maintains the project notebook library and software development folders. Tracks and maintains the project change requests, impact assessments, incident reports, and software change notices on a continuous basis. Measures and reports on success metrics benchmarking performance against world class measures. Supports management with technical performance data from the CM process.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience in systems/applications development functions.

Complexity:

Intermediate professional level role. Works on multiple products, activities and projects as a project team member, occasionally as a project leader. Works on moderately complex tasks, projects, activities or support issues that require increased skill in multiple technical environments. May coach more junior technical staff.

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JOB FAMILY: RELEASE MANAGEMENT

Job Title: Release/Build Engineer **Job#: 8010**

General Characteristics

Develops and maintains the build environment, the source code control system and the issue tracking systems. Creates and tests builds, resolves issues, applies labels to file and communicates build status. Responsible for building scripts and installation procedures. Proactively identifies and implements procedures to streamline the build process which may drive the development and maintenance of an automated build process with automatic notification of build and unit test failure problems to responsible engineers. May assist engineering management in making choices for source code management systems, and other development and testing tools. Knowledge of quality methods and procedures as well as PC, PVCS, UNIX and scripting languages is required for successful performance in this role.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience with at least 2 years related to release management. Proficientin the use of project management, spreadsheet and database query tools. Has subject matter expertise in release management process.

Complexity:

Intermediate professional level role. Works on multiple releases/projects as a subject matter expert and as a project leader. Works on complex projects that require expertise across multiple disciples and environments. May coach more junior technical staff.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Director, Program Management **Job#: 8200**

General Characteristics

Responsible for building and managing the project/program management office/function for IT. Defines and develops enterprise-wide IT project/program management practices, governance standards, processes and metrics. Ensures projects/programs are defined, tracked and communicated in a consistent and effective manner. Incorporates effective change and risk management controls. Partners with IT and business leadership and other key stakeholders to define opportunities, to identify and prioritize projects based on predefined criteria (return on investment, productivity, compliance). Directs project/program managers with business case development. Responsible for ensuring all projects within IT portfolios/programs are delivered on time, within budget and to an agreed quality level. Must possess extensive knowledge and expertise in project/program management, portfolio management methodologies and tools. This is a single incumbent position that typically exists in a large enterprise with multiple program managers and/or project managers as direct reports.

Dimensions

Education:

Bachelor's or Master's Degree in Computer Science, Business Administration, or other related field. Or equivalent work experience. Project Management certification is required.

Experience:

A minimum of 10 years of IT and business/industry work experience, with at least 3 years of leadership experience and 5 years managing projects and/or project portfolios.

Breadth:

Senior level management with overall responsibility for the enterprise-wide project/program management practices. Accountable for on-time, within budget and quality delivery of all IT projects/programs. Directs and mentors a team of program managers, project managers, portfolio managers and/or other project management staff. Frequently reports to a Chief Information Officer, Chief Technology Officer or IT Chief Operating Officer.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Program Manager **Job#: 8210**

General Characteristics

Responsible for managing one or more highly complex or enterprise-wide IT program(s) consisting of multiple projects. Develops the program strategy, supporting business case and various enterprise-wide high-level project plans. Ensures integration of projects and adjusts project scope, timing, and budgets as needed, based on the needs of the business. Communicates with IT leadership, business leadership and IT Business Consultants to communicate program strategy, direction and changes. Responsible for delivering all projects contained in the IT project portfolio on time, within budget and meeting the strategic and business requirements. Responsible for tracking key project milestones and recommending adjustments to Project Managers. Partners with senior leadership of the business community to identify and prioritize opportunities for utilizing IT to achieve the goals of the enterprise. Must possess extensive knowledge and expertise in the use of Project Management methodologies and tools. This is a single or multiple incumbent(s) position that typically exists in a small to medium size enterprise with multiple project managers, project leaders and/or project support staff as direct reports.

Dimensions

Education:

Bachelor’s or Master’s Degree in Computer Science, Business Administration, or other related field. Or equivalent work experience. Project Management certification is required.

Experience:

A minimum of 10 years of IT and business/industry work experience, with at least 3 years of leadership experience and 5 years in managing projects.

Breadth:

Senior level management with overall responsibility for the management of one highly complex or enterprise-wide program consisting of multiple projects. Responsible for managing all aspects of the design, development and implementation of the program. Directs and mentors a team of project managers, portfolio managers and/or other project management staff. Frequently reports to a Chief Information Officer, Chief Technology Officer, IT Chief Operating Officer or Director, Program Management.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Project Manager **Job#: 8220**

General Characteristics

Responsible for overall coordination, status reporting and stability of project oriented work efforts. Establishes and implements project management processes and methodologies for the IT community to ensure projects are delivered on time, within budget, adhere to high quality standards and meet customer expectations. Responsible for assembling project plans and teamwork assignments, directing and monitoring work efforts on a daily basis, identifying resource needs, performing quality review; and escalating functional, quality, timeline issues appropriately. Responsible for tracking key project milestones and adjusting project plans and/or resources to meet the needs of customers. Coordinates communication with all areas of the enterprise that impacts the scope, budget, risk and resources of the work effort being managed. Assists Program Manager(s) in partnering with senior management of the business community to identify and prioritize opportunities for utilizing IT to achieve the goals of the enterprise. Must possess extensive knowledge and expertise in the use of project management methodologies and tools, resource management practices and change management techniques. This is a management role with human resource management responsibilities (e.g., hiring, performance management). Manages one or more cross-functional projects of medium to high complexity. More senior role has responsibility for multiple large, complex projects with greater impact to the enterprise.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience. Project Management certification or successful completion of a recognized project management curriculum is required.

Experience:

A minimum of 7 years of IT work experience, including 4 or more years managing projects. Experiencewith projects in multiple technologies and functions.

Breadth:

Middle level management. Works under general direction of senior level management. Responsible for the management of one or more medium to large-sized, moderately to highly complex projects. Typically manages and mentors project leaders and project management staff.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Project Leader **Job#: 8230**

General Characteristics

Responsible for overall coordination, status reporting and stability of project oriented work efforts. Establishes and implements project management processes and methodologies for the IT community to ensure projects are delivered on time, within budget, adhere to high quality standards and meet customer expectations. Responsible for assembling project plans and teamwork assignments, directing and monitoring work efforts on a daily basis, identifying resource needs, performing quality review; and escalating functional, quality, timeline issues appropriately. Responsible for tracking key project milestones and adjusting project plans and/or resources to meet the needs of customers. Coordinates communication with all areas of the enterprise that impacts the scope, budget, risk, and resources of the work effort being managed. Assists Project Manager(s) and/or Program Manager(s) in identifying
and prioritizing opportunities for utilizing IT to achieve the goals of the enterprise. Must possess advanced knowledge and proficiency in the use of project management methodologies and tools, resource management practices and change management techniques. This is an individual contributor role without human resource management responsibilities (e.g., hiring, performance management). Manages one or more projects of medium to high complexity. More senior role has responsibility for large, complex, cross-functional or multiple projects with greater impact to the enterprise.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of IT work experience, including 2 or more years managing projects.

Complexity:

Intermediate professional level role. Responsible for the management of one or more small to medium-sized, moderately complex projects. Leads, assigns and tracks results for a project team under general direction of project/program managers.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Project Management Specialist **Job# 8235**

General Characteristics

Designs, implements, evaluates and audits project management processes and templates for the project management office (PMO). Compiles metrics relating to IT project success, project attributes, and individual productivity and adherence to defined processes. May track costs and performance, service levels and other metrics required to ensure project goals and objectives are met. Serves as a resource to project managers and project leaders to educate and assist them with implementing project management processes and making improvement/changes. Provides administrative support to project managers and project leaders. Ensures project control systems are in place and integrates project data for decision makers. Administers and maintains project management software and tools (e.g., Microsoft Project Server). Organizes and publishes project-related documentation in various sources. Knowledge of project management tools, methods and best practices such as those defined by the Project Management Body of Knowledge (PMBOK).

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 3 years of project support/management experience.

Complexity:

Intermediate professional level role. Works independently or on a team. Performs tasks of moderate to high complexity that require increased knowledge of multiple technical environments and knowledge of business areas that IT supports. May coach more junior staff.

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JOB FAMILY: PROGRAM MANAGEMENT

Job Title: Resource Manager **Job#: 8240**

General Characteristics

Manages the coordination of human resource needs for IT projects. Develops the systems and processes to ensure that business, project and employee needs are met in the assignment of staff to projects. Responsible for developing and managing an employee skills assessment process, forecasting skill and staff needs based on project plans. Develops and manages a staff utilization process, ensuring that staff resources are fairly and evenly distributed and that staff are not over utilized across projects.

Works with IT leadership, IT Staffing Manager and Training Manager in the forecasting of staff needs and skills, to ensure proper recruitment, training and development of staff to meet current and future IT needs. Coordinates the training and development of staff. Continually communicates with both project managers and assigned staff to ensure needs of both are being met, and to continue to improve staff selection and coordination of resources. Acts as the mentor and champion of training and career development processes for assigned staff. Ensures that performance appraisals occur upon completion of projects and that skills are updated. Coordinates and assimilates the performance appraisal information across projects resulting in a cohesive annual appraisal of staff who support a number of projects.

Dimensions

Education:

Bachelor’s Degree in Computer Science, Information Systems, Business Administration, Education, or other related field. Or equivalent work experience.

Experience:

7 years of IT work experience including managing team(s) responsible for staffing, trainingand development and resource management.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex issues/projects as a technical leader and the subject matter expert. Frequently reports to a corporate human resource executive, Chief Information Officer, IT Chief Operating Officer, Chief Technology Officer or Director, Program Management.

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JOB FAMILY: CUSTOMER SERVICE HOTLINE

Job Title: Manager, Customer Service Hotline **Job#: 8400**

General Characteristics

Directs the Customer Service's hotline and order processing services for an enterprise. Responsible for business strategy and planning to ensure the organization has the appropriate resources, budget, tools and customer satisfaction metrics needed to provide the highest level of customer service.

Establishes quality standards and performance metrics for customer service's hotline performance. Manages the design and implementation of knowledge based systems, ensures appropriate resources are available to respond to customer inquiries/issues. Develops and implements learning strategy to maintain knowledge and provide growth for representatives. Resolves complex customer issues.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of related IT and business work experience in customer support and service functions. Experience with managing teams and projects in multiple technological and business environments.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex issues/projects as a technical leader and a subject matter expert. Frequently reports to a Chief Information Officer, IT Chief Operating Officer, E-Business Executive or Departmental IT Executive.

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JOB FAMILY: CUSTOMER SERVICE HOTLINE

Job Title: Customer Service Hotline Representative **Job#: 8410**

General Characteristics

Responsible for responding to inquiries and providing information to customers calling into a service hotline. Records all customer contact information in a call log. Evaluates situation, determines appropriate response and escalates to designated specialist/resource for resolution of customer's problem or complaint. Tracks issues escalated for resolution to ensure customer receives a timely response. Must have knowledge of the enterprise's business/products and demonstrate strong customer focused skills.

Dimensions

Education:

Associate's or Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 2 years of related work experience.

Complexity:

Learner/entry level role. Provides customer hotline services of low to medium complexity. Functions, somewhat independently, under general direction of more senior customer service representatives, supervisors or managers. Generally follows documented procedures and checklists.

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JOB FAMILY: TECHNICAL PRODUCT SUPPORT

Job Title: Manager, Technical Product Support **Job#: 8600**

General Characteristics

Develops business strategy and provides direction for technical product support function. Manages a team responsible for resolving customer technical problems with enterprise's products, developing the technical related responses for Requests for Quotes (RFQs), working with sales team to address technical product issues, and delivering and installing new software releases to customers and providing post-sales technical product support to customers.

Responsible for managing the technical interface to customers, including RFQ specification reviews, hands-on testing and modeling and interfacing with development and engineering for systems design work at customer sites. Responsible for building and maintaining relationships that can be leveraged to support the achievement of business objectives.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field. Or equivalent work experience.

Experience:

A minimum of 7 years of high-tech industry and/or IT work experience in product engineering, development and support functions. Experience with managing teams and projects in multiple technologicaland business environments.

Breadth:

Middle level management. Works under general direction of senior level management. Typically manages and mentors supervisors, project leads and/or technical staff. Works on multiple, complex issues/projects as a technical leader and the subject matter expert. Frequently reports to a corporate senior level software development executive, research and development executive, sales executive or Chief Technology Officer.

DocuSign Envelope ID: 57633B89-74E9-42B6-8396-FFC81D23239A

JOB FAMILY: TECHNICAL PRODUCT SUPPORT

Job Title: Technical Product Support Analyst **Job#: 8610**

General Characteristics

Responsible for providing post-sales technical product support. This includes, but is not limited to, analyzing customers' business needs and developing technical requirements, preparing technical responses to Requests for Quotes (RFQs), configuring integrated solutions to meet customer needs and implementing client solutions. May act as a primary point of contact between customer's technical staff and the enterprise's development/ engineering organization. Serves as technical consultant to the sales team and must have a broad knowledge of multiple computer environments, platforms and technologies and in-depth knowledge of the enterprise's products.

Dimensions

Education:

Bachelor's Degree in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:

A minimum of 4 years of high-tech industry and/or IT work experience in product engineering, development and/or support functions.

Complexity:

Intermediate professional level role. Works independently or on multiple projects as a project team member, occasionally as a project leader. Works on small to large, complex issues/projects that require increased skill in multiple technical environments and knowledge of one or more specific technical products. May coach more junior staff.

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JOB FAMILY: TECHNICAL PRODUCT SUPPORT

Job Title: Technical Product Support Specialist **Job#: 8620**

General Characteristics
Responsible for providing post-sales technical product support. This includes, but is not limited to coordinating the resolution of customer problems, maintaining and installing applications/solutions, performing bug verification, release testing and beta support for one or more products. May work at the customer site to design and install applications. Must have knowledge of one or more of the enterprise's products and familiarity of multiple applications.

Dimensions
Education:
Associate's or Bachelor's Degree or technical institute degree/certificate in Computer Science, Information Systems, or other related field. Or equivalent work experience.

Experience:
A minimum of 1 year of related high-tech industry and/or IT work experience.

Complexity:
Learner/entry level role. Provides technical product support to one or more product(s) of low to medium complexity. Functions, somewhat independently, under general direction of more senior technical product support staff, supervisors or managers. Generally follows documented procedures and checklists.

DocuSign Envelope ID: 57633B89-74E9-42B6-8396-FFC81D23239A

Department of Management Services
Prequalification for Information Technology Staff Augmentation Services
ITB No: 21-80101507-ITB

Submitted By:

Company Name: Vidhwan Inc. (DBA) E-Solutions
Office: 2 N. Market St., #400, San Jose, CA, 95113
Fax: 408-521-0167
Mobile: (408) 836-3780
Point of Contact: Randy Singh
E-Mail: r.singh@e-solutionsinc.com
www.e-solutionsinc.com

Submission Deadline: September 08, 2021 @ 01 PM

Revised Contract Exhibit D

Executive Summary and Staff Resource Management Plan

Executive Summary

1. Provide a brief executive summary.

E-Solutions Response: Vidhwan Inc. DBA E-Solutions (hereby referred as 'E-Solutions') is pleased to respond to this ITB issued by The State of Florida, Department of Management Services (hereby referred as 'Department').

Our response outlines our proposed solution and demonstrates our understanding, approach and capabilities to achieve the business objective of Department also including the benefits (Economical & Operational) that E-Solutions has to offer to Department. We understand that the purpose of this Invitation to Bid is to Prequalify Bidders for the future possibility of obtaining work from Customers. We look forward to discussing the solutions outlined in this proposal and ultimately building a strong collaborative partnership in the years to come.

E-Solutions provide the best talent, resources, experience and market expertise to its customers. Through more than 18 years of industry experience, we understand in-depth of staffing needs. E-Solutions entire organizational focus is towards delivering world class staffing services to customers. Therefore, a relentless pursuit of defect eradication is a mission that touches every dimension of E-Solutions business. We specialize in the placement of professionals in direct hire, permanent hire, temp to hire, temp to permanent positions with short and long term contract assignments. Our team has been delivering in a time-efficient, yet highly professional manner and makes us fully capable to provide the required staffing and general staffing services to the Department as and when required. Our adequate and successful prior experience in temporary staffing, cultivating skills and brilliant teams, will provide our clients an exceptional resource all time.

Some of our key features are listed below:

- Right Person, at Right Place and at Right time.
- The highest level of integrity, dedication and commitment.
- Exceptional ability to inspire, train and motivate staff.
- Highly competent and skilled recruiting team.
- Competitive and flexible pricing model.
- Knowledge and experience in industry that helps you to achieve growth in your business.
- Quick turnaround, quality talent and an in-depth understanding of procurement processes

E-Solutions offers the following advantages to the Department that helps us to provide efficient services and allow us to deliver better value preposition to the Department:

- **Inimitable Account Management Team**: We follow well defined and documented team management approach for handling such contracts to ensure that contract requirements are supported. We will assign Department a dedicated account management team to ensure the right delivery of services and needs are fulfilled with huge satisfaction.

- **Well Defined Recruitment Approach:** E-Solutions core approach revolves around client needs and satisfaction by keeping their staffing needs in mind while defining staffing strategy. We are having rich

experience in providing good quality of staff to our clients in diverse field as per requirement. E-Solutions will ensure that Department receives highly qualified candidates who will seamlessly maintain your high productivity rate. To accomplish this goal, our recruiters conduct an extensive interview with each applicant using behavioural/evaluation technique. Our dedicated account executive will work with Department to create detailed job descriptions based upon your needs to ensure we identify the best matches and recruit accordingly. Rather than simple collect a "laundry list" of requirements and skills, E-Solutions asks questions that allow us to build a functional job profile, including key success milestones and attributes that matches not only skills, but also subtle elements such as fit with managerial style, corporate culture, etc.

- **Sourcing Methodology:** Our sourcing methodology has helped us develop a fine-tuned process to get the best qualified and equipped candidates meeting the customer's requirements. Our search capability entails all necessary industry experience, strong relationships at national level and wide access to a database of candidates.

- **Ability to staff work request/ task orders immediately/ Resume Database**: We understand the importance of the initiatives taken by the Department and we are committed to provide our best resources. E-Solutions has excellent resources in its resume database pool for various categories required by the University. E-Solutions has more than 20,0000 highly proficient and experienced candidates in our resumes database. We keep on updating this database enabling us to meet requirements of client with short-term notice.

Value Proposition

E-Solutions brings People, Processes and Technology blended together to deliver

- Quality deliverables
- On-time within cost project delivery
- Wide range of services
- 24X7 IT and Management Support.
- Excellent Process and Functional Knowledge.
- Established Facilities in USA with infrastructure
- Provide 24X7 Support Systems in place for Customer Service and Troubleshooting.

2. Provide a list of entities the Vendor ~~currently offers~~ provides or has provided IT Staff Augmentation services to, and the Vendor's IT Staff focus (if any). Bidder should respond to the questions asked by including information that the Bidder determines is the best representation of Bidder's current IT Staff Augmentation services offerings. Information on the entities that receive IT Staff Augmentation services should include the following:

- **Entity name**
- **Entity address**
- **Contract number/purchase order number assigned by the Entity**
- **Original Term of the Contract/purchase order**
- **Contract/purchase order Start Date**
- **Duration of each contract/purchase order (time ~~it took~~ to complete the work)**
- **Total or approximate dollar amount contracted or received**
- **The number of Staff assigned for the Contract or purchase order**

- **Type of tasks performed by assigned Staff**
- **Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime**

E-Solutions Response:

Case Study #1

Client: Tech Mahindra

Total number of IT Staff Augmentation contracts/purchase orders.	71 (Since 2015)
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$9+ Million
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Tech Mahindra
Entity Address	4965 Preston Park Blvd #500, Plano, TX 75093, USA
Contract number/purchase order number assigned by the Entity	00000124708/21
Original Term of the Contract/purchase order	6 Month and extending since Feb 2014 - till date
Contract/purchase order Start Date	5th Feb 2014
Duration of each contract/purchase order (Time it actually took to complete the work)	Working since 2014, contract was for six month and getting extended continuously for every six months.
Total dollar amount received	$1100K
The number of staff assigned	1
Type of tasks performed by assigned staff	**SAP FICO** • Responsible for all the phases of implementation from development of business blueprint to end user training and Go Live. • Provided functional assistance in the development of RICEFW (Reports, Interfaces, Conversions, Enhancements, Forms and Workflow) • Develop business requirements & functional design for ABAP programmers, debug technical issues and Pre-implementation survey of the current business functions • Created customer/vendor master data, edited field status for master records, payment terms, payment methods, arrangements for residual/partial payments, risk categories, different number ranges for domestic/global/onetime customers/vendors, credit memo's, down payments and set credit & tolerance limits for customers & vendors.

	• Customized General Ledger Accounting, Accounts Receivables, Accounts payable and Asset Accounting. • Configured company code which includes creating of chart of accounts, posting period variant, document types, tolerance groups and financial statement versions. • Created FI/AR number ranges, incoming payments, reconciliation accounts, overall receivables management and terms of payment.
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary contractor

Case Study #2

Client: Tech Mahindra

Total number of IT Staff Augmentation contracts/purchase orders.	78 (Since 2015)
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$10 million
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Tech Mahindra
Entity Address	4965 Preston Park Blvd #500, Plano, TX 75093, USA
Contract number/purchase order number assigned by the Entity	00000117026/15
Original Term of the Contract/purchase order	6 Month and extending since 2014
Contract/purchase order Start Date	1st Jan 2014
Duration of each contract/purchase order (Time it actually took to complete the work)	Working since 2014, contract was for six month and getting extended continuously for every six months
Total dollar amount received	$8.8K
The number of staff assigned	1
Type of tasks performed by assigned staff	**Java Tech developer** • Involved in requirement gathering, analyzing, designing, implementing and testing the application using AGILE methodology. • Main task is to implement new features and bug fixing. • Analyze the business case for each task provided and create specific group with particular product to replicate the scenario in local

	environment to proceed with implementation. • Based on the task, create the JSP, controllers, services and corresponding DAO layers to implement the functionalities, and also write Junit for specific scenarios. • Using Git source control to create new branch for each task and raise pull request for merging them to the development branch. • Attending weekly domain sessions for understanding the existing and new features, updating subtask details in JIRA regularly. • Attending daily standup call, involved in weekly grooming session and retrospective meetings. • Specifically stick on sprint commitments to complete the tasks on time and clarifying doubts with business analyst to complete the tasks on first time right strategy.
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary contractor

Case Study #3

Client Name - Infogain

Total number of IT Staff Augmentation contracts/purchase orders.	49 (Since 2015)
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$9 Million
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Infogain
Entity Address	485 Alberto Way, Suite 100 Los Gatos, CA 95032 US
Contract number/purchase order number assigned by the Entity	They don't assign any contract number
Original Term of the Contract/purchase order	1 year
Contract/purchase order Start Date	June 2018
Duration of each contract/purchase order (Time it actually took to complete the work)	Still on project
Total dollar amount received	$110K
The number of staff assigned	1
Type of tasks performed by	**Android Developer**

assigned staff	• Analyze requirements and give insight on technical feasibility • Take care of effort estimations and add details to JIRA tickets with technical description of requirements for developers to easily implement the user story • Design the notifications module with direct reply feature • Developed UI, my-plans modules and implemented reminders concepts for the favorite and booked activities • Owned complete design and development of SQLite DB for storing all content of the app • Developed module to monitor Bluetooth changes on the device • Owned following features: Finder, DaySelector, Deck Plans, Finder Details, Favorites, Activity Reminders, UpNext feature, etc • Used following: ○ Retrofit 2.0, OKHttp, Interceptors ○ Jackson and GSON JSON parsing ○ Migrated SQLite to Room framework ○ Otto Bus Events ○ Migrated Roboguice to **Dagger Dependency Injection** ○ Picasso image libraries ○ New Relic for crash reporting ○ Adobe SDK for Analytics
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary Contractor

Case Study #4

Client Name - Infogain

Total number of IT Staff Augmentation contracts/purchase orders.	43 (Since 2015)
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$8 Million
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Infogain
Entity Address	485 Alberto Way, Suite 100 Los Gatos, CA 95032 US
Contract number/purchase order number assigned by the Entity	They don't assign any contract number
Original Term of the Contract/purchase order	1 year

Contract/purchase order Start Date	7th May 2018
Duration of each contract/purchase order (Time it actually took to complete the work)	Still on project
Total dollar amount received	110k
The number of staff assigned	1
Type of tasks performed by assigned staff	**Validation Engineer** • Understand and comply with regulations of **21 CFR Part 11, Annex 11** and all company processes as outlined in Standard Operating Procedures (SOPs). • Held overall responsibility of ensuring effective **CSV deliverables** for TrackWise implementation • Managed project records in **TrackWise QMS** (Incident reports, change controls) • Performed **21 CFR 11 Assessment & Risk Assessment** based on **GAMP 5** Principles on risk based approach for computerized systems. • Involved in writing **User & Functional Requirements** with the help of Business Team. • Developed **test scripts** for testing the functionality of TrackWise • Performed the **GAP analysis** and Remediation Plans were developed for components that were not full and mostly compliant • Develop and execute **IQ, OQ and PQ** protocols for product, processes and equipment within the facility • Review existing validation reports and identify gaps for **GMP compliance, develop strategies** and **plans to close the gaps** in an efficient and technical manner • Executed protocols and test procedures pertaining to validation activities. • Develop test methods / procedures to support **product validation** • Investigating, troubleshooting, and resolving technical issues and root causes • Author and execute **equipment qualifications and process validations**
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary Contractor

Case Study #5

Client Name – NIIT Technologies

Total number of IT Staff	75-97

Augmentation contracts/purchase orders.	
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	200+
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	NIIT Technologies
Entity Address	1100 Cornwall Road, Suite 202 Monmouth Junction, NJ 08852.
Contract number/purchase order number assigned by the Entity	MSA doesn't provide PO or contract number.
Original Term of the Contract/purchase order	1+ Year
Contract/purchase order Start Date	23rd March 2012
Duration of each contract/purchase order (Time it actually took to complete the work)	1+Year
Total dollar amount received	10-12 Million
The number of staff assigned	200+
Type of tasks performed by assigned staff	Java Development, QA, Mainframe Development, Project Management, BA Service Now
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Yes

Case Study #6

Client Name - Syntel

Total number of IT Staff Augmentation contracts/purchase orders.	168 approx. from May, 2017 till date
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$850/hr
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Syntel Inc.
Entity Address	Syntel Inc., 525 E. Big Beaver Road, Suite 300, Troy, MI 48083
Contract number/purchase order number assigned by the Entity	e-PO 1309

Original Term of the Contract/purchase order	6 months with CTH option post 6 months completion
Contract/purchase order Start Date	19th Dec, 2018
Duration of each contract/purchase order (Time it actually took to complete the work)	Ongoing
Total dollar amount received	$7280
The number of staff assigned	1
Type of tasks performed by assigned staff	UI Developer
Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary Contractor

Case Study #7

Client Name - Syntel

Total number of IT Staff Augmentation contracts/purchase orders.	155 approx. from May, 2017 till date
Total combined dollar amount of IT Staff Augmentation contracts/purchase orders.	$755/hr
Information on the entities that received the IT Staff Augmentation services that includes:	
Entity Name	Syntel Inc.
Entity Address	Syntel Inc., 525 E. Big Beaver Road, Suite 300, Troy, MI 48083
Contract number/purchase order number assigned by the Entity	Manual EPO
Original Term of the Contract/purchase order	6 months with CTH option post 6 months completion
Contract/purchase order Start Date	15th May, 2017
Duration of each contract/purchase order (Time it actually took to complete the work)	18th Jan, 2019
Total dollar amount received	$51600
The number of staff assigned	1
Type of tasks performed by assigned staff	Java Backend Developer

Stipulate if you were the primary contractor or hired as a subcontractor by the prime and list name of prime	Primary Contractor

Case Study #8

Name of the Organization	Insight Global Inc
Project Size	5.8 million
Project Type	Contract
Contract Duration	3 years
Project Details	Java, QA and SAP
Services Provided	Deployed 30 Java 10 QA and 10 SAP
Scope of the Contract	For Java User Management Service - Team Polaris Sling TV, an over-the-top (OTT) programming provider, provides subscribers a variety of linear and on-demand content in small packages. Within Sling, Polaris (my team) had the critical responsibility of porting a legacy monolithic User Management System to a Java and Spring Boot micro-service architecture. Polaris utilized Pivotal's agile development process, consisting of test-driven development (TDD) and paired-programming. The services we developed provided a ReSTful interface allowing the player apps to authenticate users, verify user entitlements, provide in-app purchasing, and fraud-prevention. They also developed a separate system of micro-services that provided Apple and Google with structured data.
Number of Employees Services	50

Case Study #9

Name of the Organization	Genpact
Project Size	5.2 Million
Project Type	Contract
Contract Duration	3 years
Project Details	Java, Oracle, Pega, As400, ETL
Services Provided	14 AS400 8 Oracle 2 Pega 2 ETL 2 Java
Scope of the Contract	CVS, Genpact is implementing this project, It was earlier awarded to Wipro, But they were unable to deliver the Project. They are deploying As400 to IBM tools so looking for different resources who have worked on different IBM and Database Technologies. Actually We have to do production support for them. Its going on Transition phase. After one its going to on call support with CVS customers.
Number of Employees Services	28 its ongoing and we are currently working on another 50 positions

Case Study #10

Name of the Organization	Maximus

Project Size	1.72 Million
Project Type	Contract and Full time
Contract Duration	2 years
Project Details	Java, QA, Oracle, ERP
Services Provided	28 oracle 8Java 5 QA
Scope of the Contract	It was their Internal project and they are opening a new office in NYC earlier they we in TX. At Maximus the category-defining and leading Quote-to-Cash (QTC) software provider, driving the vital business processes between a buyer's interest and the realization of revenue. Maximus is uniquely positioned to deliver successful customer outcomes, improving the realization of revenue from the top-down, while also solving symptomatic issues within the sales cycle.
Number of Employees Services	41

Case Study #11

Name of the Organization	Syntel
Project Size	We have placed consultants for multiple projects across locations in US and Size of the project in terms of budget was between $10 million to $20 million.
Project Type	Sub-Contracting and Full Time
Contract Duration	12+ months
Project Details	We have placed consultants across all verticals- (Healthcare, Clinical, Pharmaceuticals, Mechanical, Aerospace, IT, Hospitality and Engineering) for all IT and Non-IT positions, and we guarantee 100% accuracy on the data we provide, so you minimize the risk of poor quality feeds.
Services Provided	Contract Management Services and Permanent Placement
Number of Employees Serviced	30

Case Study #12

Name of the Organization	Mphasis
Project Size	We have placed 40 consultants till now across locations in US and size of the project in terms of gross revenue was $10 million.
Project Type	Sub-Contracting and Full Time
Contract Duration	12+ months
Project Details	We have placed consultants across all verticals- (Healthcare, Clinical, Pharmaceuticals, Mechanical, Aerospace, IT, Hospitality and Engineering) for all IT and Non-IT positions, and we guarantee 100% accuracy on the data we provide, so you minimize the risk of poor quality feeds.
Services Provided	Contract Management Services and Permanent Placement

Number of Employees Services	40

Case Study #13

Name of the Organization	Virtusa
Project Size	We have completed consulting assignments both on-site and in-house projects for Virtusa and were able to place 25 resources within the budget and timeline…Crossed revenues of $10 million within first 2 quarters of this financial year.
Project Type	Sub-Contracting
Contract Duration	12+ Months
Project Details	Successfully placed consultants for Big Data Cloud, ERPs, IT and Executive level positions across US.
Services Provided	Contract Management Services and Permanent Placement
Number of Employees Services	25

Case Study # 14

Client	Global Leader in Delivering Information Technology Services
Challenges	Migrate their current data center infrastructure to a transformed, more virtual, and scalable model. As the program began to move forward, the client determined that additional, out of scope resources would be necessary to accomplish the agreed upon tasks and deliverables.
Solution Provided	E-Solutions provided an additional resource team to accomplish the tasks and deliverables. Based on the relationship that E-Solutions has with the program and project managers on this effort, the client reached out to E-Solutions to satisfy non-core demand. These skill sets include database architecture/manipulation, advisory consulting on best practices, and project coordination.
Outcome	• This program is ongoing with significant forward progress due to the inclusion of the recently added E-Solutions resources • Out of scope, non-core resources became available to the client due to E-Solutions' delivery depth and breadth. • The company has been able to satisfy their customers' change requests and continue down the path of delivering a next generation data center solution.

Case Study #15

Client	Multi-National Leading Firm focused on Technology Services
Challenges	E-Solutions has built a dedicated team supporting the current Asset Management solution for their client energy company. The system is comprised of a core Maximo solution integrated with Informatica, WebSphere and MSRS reporting. It supports the following business units: Fleet, Supply Chain, Power Delivery, Power Generation, Gas Operations, and Finance. This role worked with the overall technology lead to estimate,

	plan and deliver monthly or quarterly releases of code changes to production, manage tier 3 responses, restore, and repair activities for end users and work with the client to manage system level events. ***Skills Required: Maximo, Oracle, Java.***
Solution Provided	E-Solutions dedicated team provided qualified junior and senior level Maximo consultants for the client's locations across US (multiple states).
Outcome	• E-Solutions provided top consultants that were available, qualified, and in the rates needed for the client to complete deliverables on time and within budget. • E-Solutions team provided the resources required for the client to successfully deliver the project to their client energy company. In turn, the company was able to provide system level support to the end users within the following business units: Fleet, Supply Chain, Power Delivery, Power Generation, Gas Operations, and Finance.

Case Study #16

Client	A world leader in providing information technology as a service
Challenges	The current business challenge of the company's client is that the database structures from all of the acquired companies don't allow for a seamless flow of information to and from each other, and the parent organization.
Solution Provided	E-Solutions team immediately provided the industry best qualified cost effective Solution Architect whose experience is a mix of systems, storage, and high-level Oracle skills to effectively scope the effort.
Outcome	E-Solutions' provided Solutions Architect is working hand in hand with the client's account team to investigate and analyze the client's as-is state. Through interviewing key stakeholders and pulling necessary documentation from all customer sites, the client and E-Solutions will deliver findings and a deliverable document. If the company's customer agrees with the findings and suggestions, it will be the responsibility of the Solution Architect and client to build a team to facilitate the delivery of the effort.

Employment Procedures

3. Provide an overview of the Vendor's process for selecting and providing candidates for IT Staff Augmentation Services.

E-Solutions Response: E-Solutions well sketched recruitment process assures that our clients get the best fit candidates for their organization. Our E-Solutions Team will utilize for Client its proven 20-Step recruiting and staffing method.

Client Intake & Position Analysis

Steps 1 and 2: E-Solutions Account Manager receives Client's requisition and pre-defined minimum qualification criteria (e.g., academic credentials, certifications, and licenses, area of expertise, relevant experience, and et al.) as well as mandatory and desired skills for each personnel.

Step 3: E-Solutions Team will also provide our Sourcing Team with a Staffing Request and Requirements Worksheet to fill.
Staffing Request and Requirements Worksheet includes multiple data fields for capturing information on staffing and placement requests and is filled for each staffing request.
Step 4: Staffing Request and Requirement Worksheet will be forwarded by E-Solutions Client's Account Manager to E-Solutions Recruiting Manager, Account Coordinators, and the Sourcing Team for review.

Recruitment & Sourcing
Step 5: Once hiring criteria is defined by the E-Solutions and Client Team, E-Solutions will conduct first a search within our sources, including our database of stored resumes, to seek qualified Candidates that match those criteria. E-Solutions will also initiate a print and internet advertising campaign (approved by Client) to further augment the Candidate selection process.

Preliminary Screening
Step 6: Canvassing will begin for potential Candidates based on print and internet advertising campaign.
Step 7: The Sourcing Team will contact potential Candidates and ask a series of pre-qualifying questions to determine minimum qualifications (e.g., credentials, relevant experience, degrees, etc.) of the Candidate.
If the Candidate satisfies these criteria, the Sourcing Team forwards her resume to our Human Resource Department.
Step 8: Human Resources (HR) will ask the Candidate a series of HR-related questions, including acceptable rates, hours of work, previous employment, etc.., If the Candidate satisfies these criteria, the Candidate is pre-selected and the Candidate's resume is forwarded to a Senior Technical Recruiter.

Candidate Evaluation
Step 9: Our Senior Technical Recruiter will conduct a comprehensive second interview to further screen the Candidate's qualifications. The Senior Technical Recruiter may also use supplemental services from brainbench.com (www.brainbench.com) to validate the Candidate's technical knowledge and competencies.
If the Candidate satisfies these criteria, the Candidate is considered "a match."
Our HR department will validate the Candidate's background, including education and certification validation, employee references, et al.
In addition, HR will coordinate credit/criminal/civil litigation/motor vehicle record checks for the Candidate and provide Client with a detailed supplemental written report.

Final Reporting
Step 10: The Candidate's resume is formatted.
Step 11: The Candidate's formatted resume is forwarded to the Account Manager for final review.

Client Interviews and Hire
Step 12: The Candidate's resume and profile are submitted to Client.
Step 13: Client reviews the Candidate's resume and profile.

Step 14: E-Solutions Account Manager will coordinate with Client to schedule phone/in-person interview(s) with the Candidate.

Step 15: Client interviews the Candidate.

Based on the Candidate's qualifications and interview, Client decides either to hire or to pass on the Candidate.

Step 16: If the Candidate is passed on by Client, E-Solutions Team will note the lessons learned. The rejected Candidate's resume is archived in our database.

Step 17: If the Candidate is selected by Client, E-Solutions Team will coordinate with Client's hiring logistics and start date.

Step 18: The Account Manager will coordinate with HR the Candidate's contract paper work.

Step 19: HR/Accounting/Financial process begins to complete HR-related paper work, compliance with State and Federal EEOC guidelines for hire, et al.

Step 20: E-Solutions Client Account Manager will orientate the selected Candidate on the project, the client, and Client's working environment.

4. Describe the Vendor's Operational Formula to ensure staffing availability for IT Staff Augmentation services.

E-Solutions Response: As an organizational strategy, we have a business projection review with the client for the upcoming quarter on the basis of the same and availability the candidates are identified and a virtual bench is created and the same is then used for fulfillment of client requirements thereby insuring short turnaround time.

5. Describe the Vendor's interview screening standards for identifying candidates for IT Staff Augmentation Services, including how the Vendor ensures that candidates meet or exceed the ~~performance~~ standards for the Job Titles ~~Description~~ within Contract Exhibit J, Job Family Descriptions, and Request for Quote criteria (post Contract execution).

E-Solutions Response: In order to maintain service continuity for the Department, we will continue to employ our current solution and service delivery model to support your IT staff augmentation needs. From recruiting top talent to ensuring the Department satisfaction through ongoing communication, our solution is designed to ensure the Department doesn't experience any gaps in productivity.

Making the match

Making the match is what we do and E-Solutions aims for a superior match each and every time we place technology talent on assignment. We will work closely with the Department. Rather than simply collect a "laundry list" of requirements and skills, E-Solutions asks questions that allow us to build a functional job profile, including key success milestones and attributes that allow us to match not only skills and experience, but also subtle elements such as fit with managerial style, corporate culture, etc. With this knowledge, we develop a thorough candidate profile that forms the basis of our recruitment strategy.

Recruiting strategy

We will employ a comprehensive, Department-specific recruitment strategy that examines the state of your local market(s), allowing us to understand its dynamics, including demographics, labor conditions, unemployment rate, and statistical workforce projections. Based upon labor market conditions and the types of skills the Department requires, we identify the highest-yield target groups from which to recruit, and

determine an appropriate strategy to attract talent from those areas. This includes selecting appropriate sources for talent, isolating the most effective tactics to penetrate these sources, and creating an overall market approach.

Recruiting mediums

According to a recent CareerBuilder study, a candidate uses an average of 15 resources when searching for a job. Understanding that candidates are technology savvy and versatile, we have launched several large-scale sourcing initiatives to increase our company's visibility across a variety of mediums. This provides us the resources we need in order to effectively market our clients' jobs, as well as recruit the best technology talent. Our recruiting methods fall into several categories, as outlined in the following.

VIP candidate pool

This large pool of technology professionals has worked exclusively with E-Solutions for years, affording us a competitive advantage in filling the Department requisitions. By placing the same top, reliable, qualified professionals who have worked for us before, we are able to ensure quality up front and customer satisfaction in the end. It is only after first going to this VIP pool that we will engage other sources to find a match for the Department.

Referrals

Candidate referrals from our talent, our clients, and other divisions that make up E-Solutions are our most successful means of sourcing candidates.

Proprietary database

We leverage a proprietary talent database of more than 2,000,000 qualified technology professionals. Our applicant tracking and customer relationship management systems are structured to allow for the vertical sourcing of talent appealing to our target markets and may be queried based on any number of criteria, including skill set, experience, certifications and location. This allows for on-demand recruitment tailored to the unique needs of the Department (e.g., experience, technical certifications, etc.).

Our website

We maintain a proprietary job board that drives talent to our organization. We are focused on continually enhancing our dynamic website to attract web traffic. We currently receive over 510,00 hits per month to our website. This means that when a position is given to E-Solutions, we are utilizing our extensive web strength to ensure that the Department positions are very visible to the market.

Job boards

Our Recruiters have access to numerous external, national, and vertical job boards and use them only to supplement our customized recruitment mediums. This is unlike other firms who generally rely on subscription databases. A sampling of websites that we utilize regularly includes:

- Dice
- Monster
- CareerBuilder
- LinkedIn

Assessments

Committed to providing the most qualified talent, we conduct highly customized skill and personality assessments through a number of proprietary tools and business partnerships. One defining difference between a good candidate and a great candidate is their ability to tackle the challenges of each job assignment with ease and confidence. We can provide tests that will not only measure a candidate's skill proficiency, but also their overall aptitude and motivation. Our customized technical assessments (upon request) are administered through online testing tools such as SHL, eSkill and Prove It!

Prove It! partnership

This partnership allows us to analyze the range and depth of each candidate's abilities, ensuring an accurate, non-subjective skill profile. Thorough and documented skills assessments provide concrete proof that talent can perform all the tasks at the speed required. For example, Prove It! quantifies keystrokes per hour, documents per hour, total errors, error rate, and elapsed time – measuring levels ranging from entry to expert. Further, because Prove It! is designed to isolate specific tasks within each software application, we are able to customize a testing series based on the skills that are most important to the client.

6. Describe the Vendor's process for selecting and interviewing candidates for IT Staff Augmentation Services.

E-Solutions Response: We understand the importance of finding the right candidate from the very start. Our reputation is built on our ability to consistently identify and deliver qualified candidates to our clients. When suitable candidates have been identified, they undergo a rigorous screening process. This is a key step in evaluating the candidate's technical abilities and business acumen, as well as his or her professionalism and interpersonal skills. E-Solutions will collaborate with the Department to create a thorough screening process that meets your requirements. Following, we have outlined aspects of the screening process that will be customized for the Department.

- **Pre-qualification/phone interview:** Pre-screening of communication, technical and interpersonal skills, as well as work history.

- **In-person interview:** Secondary screening of technical, communication and interpersonal skills, along with background, credit, location preferences, job history, education, etc.

During our interaction with the candidates, we will ask comprehensive questions so that we place the candidate in the job best suited to his or her background.

  - Technical interview – Subject Matter Experts rate technical skill proficiency
  - Soft skills interview – Interpersonal skills, communication skills, location, environment and business sector preferences, and personality profiling
  - Behavioural event interview – Designed to elicit open-ended responses based on prior employment history

- **Credential/education verification:** E-Solutions will conduct education and credential verification checks if applicable to the specific position.

- **Skills assessments:** E-Solutions professionally developed and validated tests not only measure a candidate's skill proficiency, but also aptitude and motivation.

- **References:** Each candidate provides a minimum of two professional references. We use this information to better understand the individual's experience, skill level and work ethic, so that we place the candidate in the job best suited to his or her background. A thorough reference check allows us to assess:
  - Nature of association with candidate, including relationship and dates of employment
  - Technical responsibilities
  - Evaluation of technical performance
  - Communication/presentation/interpersonal skills
  - Reliability/punctuality/ability to meet deadlines
  - Reasons for leaving
  - Eligibility for rehire

Once a candidate has moved forward in the hiring process and an offer is extended, E-Solutions will conduct the following upon request:

- **Authorization verification:** Ensure legal authorization to work (i.e., I-9, W-4 forms) in the US, which is conducted through E-Verify.

- **Background screening:** E-Solutions will work with the Department to establish business rules and customize a background check process that meets your requirements. E-Solutions has trusted partnerships with companies that have the resources to perform a variety of background checks at a local, county, and state level, including:
  - Social Security verification
  - Criminal records check
  - Motor vehicle report, if applicable
  - Civil records check
  - Credit reports
  - Customized background checks

Testing

Our strategy has always been to recruit based on the unique needs of our clients and to become experts in those skill sets. Accordingly, our talent generally do not require a lot of training. However, we are committed to continually exceeding high expectations and recognize that ongoing training is essential both for clients and talent who want to thrive in today's rapidly changing technology marketplace. In the event a talent requires training, we offer free and discounted training opportunities.

7. Describe how the Vendor evaluates candidates for IT Staff Augmentation Services, including but not limited to, an evaluation of pertinent knowledge, skill, and ability.

E-Solutions Response:

Software Assessments

E-Solutions extensively tests candidates on their software proficiency. Using the sophisticated evaluation and training system of *ProveIt!*, E-Solutions branch staff ensures that candidates possess the necessary skills for exceptional performance. The *ProveIt!* tests provide the highest quality performance-based testing for virtually all of today's top office software on Microsoft and Apple operating systems. Prior to assignment, E-

Solutions can test candidates on over 250 applications across several disciplines, with customized training and evaluation programs that simulate the work to be performed at Department and Participant locations.

Platform-Specific Testing

For clients who wish candidate skill assessments specific to Microsoft, Adobe, and other software suites, *ProveIt!* offers several assessment options, including but not limited to those listed below.

Software Platform Tests	
ACCPAC Pro Series	Microsoft FrontPage
Adobe Acrobat	Microsoft Internet Explorer
Adobe Flash	Microsoft Office Integration
Adobe Flex	Microsoft Outlook
Adobe Illustrator	Microsoft PowerPoint
Adobe InDesign	Microsoft Project
Adobe PageMaker	Microsoft Publisher
Adobe Photoshop	Microsoft Windows
ADP - Payroll	Microsoft Word
Corel Presentations	MYOB Accounting Plus
Corel Quattro Pro	Netscape Navigator
Corel WordPerfect	Peachtree
Desktop Publishing Theory Skills	Peachtree Accounting
FileMaker Pro	QuarkXPress
JD Edwards	QuickBooks Pro
Legal MacPac	Quicken
Lotus 1-2-3 Millennium	Sage Line 50
Lotus Freelance Graphics Millennium	Sage MAS 90/200
Lotus Notes	Sage Peachtree Pro
Lotus Word Pro Millennium	Sage Simply Accounting Pro
MAS 90 - Bookkeeping	Simply Accounting
Microsoft Access	Summation Blaze
Microsoft Excel	Summation iBlaze

Technical/IT Evaluation and Screening

All E-Solutions Technical/IT recruiters have the solid technical background needed to thoroughly qualify candidates, and proven interviewing methods to identify skill levels and assess a candidate's true capabilities. E-Solutions thorough screening process includes: in-depth interviews with trained Technical/IT consultants, technique and skills analyses, verification of degrees and reference checks. All potential Technical/IT E-Solutions employees meet for one hour with an E-Solutions Technical Recruiter and a specialized Technical Account Executive in a formal interview. The face-to-face interviews consist of candidates individually interviewing against the specific job requirements. The total two-hour interview process determines specific experience, expertise, and suitability to a specific job and organization. An Executive Summary is then generated for your review from the information collected from the candidate. E-Solutions retains a large pool of highly motivated and qualified technical professionals for the full scope of Technical/IT/MIS fields, including, but not limited to:

- Application Development
- Database Development & Administration

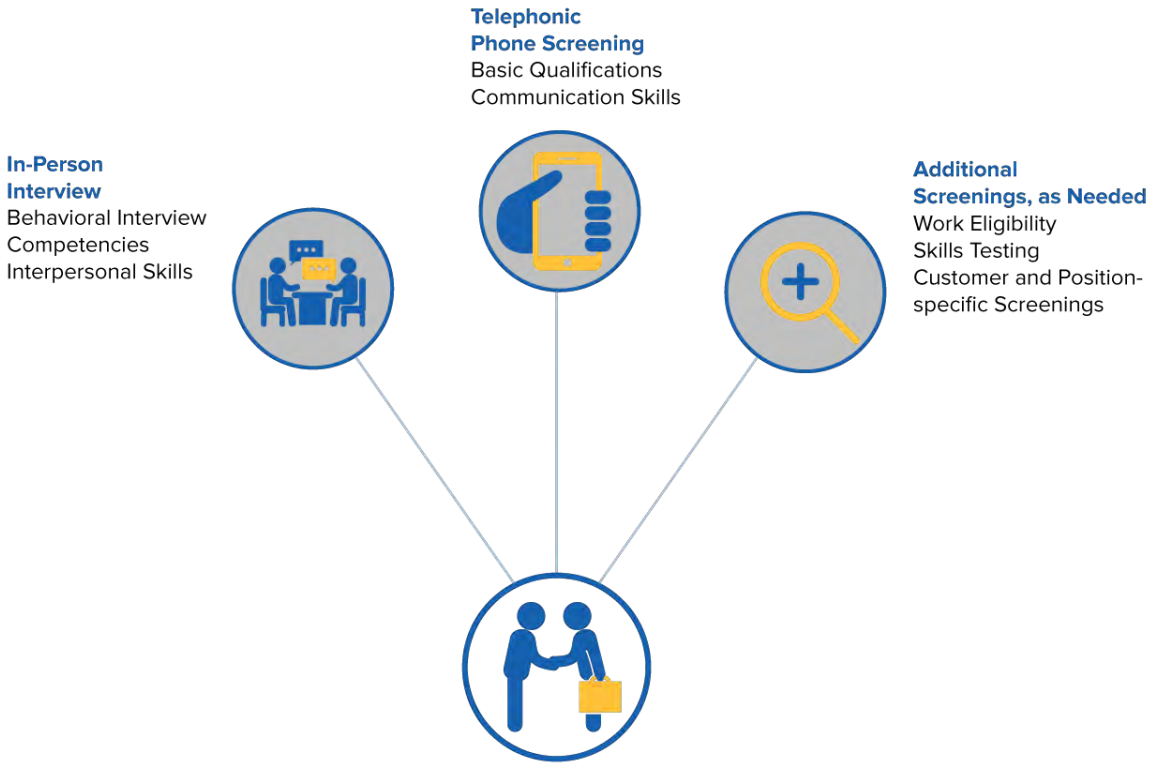
- Desktop and Server Systems
- Information Systems
- Network Analysis & Administration
- Programming & Software Engineering
- Project Management
- Software Testing & Quality Analysis
- Systems, Applications and Productions (SAP) Management
- Technical Support
- Web Development & Administration

Technical tests include:

Technical Tests		
AION Programming	IMS	Rational Rose
AJAX	iNet+	Relational Database Design
ANSI SQL	Informatica	[RDBMS]
Apache Web Server	Informix	RPG III
AS/400 Operations	Internet Security	RPG IV [RPG ILE]
Assembler	J2EE	Ruby
Assembler for IBM Mainframe	J2SE	Ruby on Rails
Basic Wireless Communication	Java	SAS
BizTalk Server	JavaScript	Service-Oriented Architecture
Borland C++ Builder	JCL	Siebel
BroadVision	LAN Concepts	Smalltalk
BusinessObjects	Linux Administration	Solaris 10 Administrator
C Programming	LoadRunner	Spring Framework
C++ Programming	Logical Reasoning	SPSS
Cascading Style Sheets	Lotus Domino	SQA Robot
CGI Concepts	Lotus Notes	SQL
CICS/COBOL	Macintosh Technician	SQL Server
Cisco Networking	Macromedia Director	Storage Area Network (SAN)
Cisco Router	Macromedia Flash	Sybase
Citrix for Client Server	Microsoft Access	TCP/IP
Applications	Microsoft Exchange Server	Technical Support
Citrix MetaFrame	Microsoft Internet Information	Telecommunications
Citrix WinFrame	Server [IIS]	TestDirector
Clipper	Microsoft Office Help Desk	Transact SQL
Cloud Computing Core Concepts	Microsoft Office SharePoint Server	UML
COBOL	Microsoft SharePoint	UNIX Administrator
COBOL 400	Microsoft Site Server	UNIX Programming
COBOL II	Microsoft Systems Management	UNIX Shell Programming
Code Sample	Server	UNIX Users
Cold Fusion	Microsoft Transaction Server	VBScript
COM/DCOM Development Delphi	Microsoft Visio	Visual Basic
& Visual Basic)	Microsoft Windows	Visual C++
Computer Technician Skills	MVS	Visual FoxPro
COOL: Gen	MySQL	Visual Interdev
CORBA	Netscape Webserver	Visual J++
Core Java	Network Administration	VMware
Crystal Reports	Network Security	WAN Architecture
Data Architecture	Network Virtualization	Web Commerce Security
Data Mining Concepts	Network-Attached Storage (NAS)	WebLogic Portal
Data Modeling Concepts	Novell Directory Services	WebLogic Server
Data Warehousing Concepts	Novell NetWare	WebSphere
DB2	Object Oriented Programming	WinRunner
dBASE III	Object PAL	Wireless Networking
Delphi	OLAP Concepts	XML
DHTML	Oracle	XWindow Systems
DOS	Paradox Application Language	

8. Provide the Vendor's interview criteria for candidates for IT Staff Augmentation Services.

E-Solutions Response: E-Solutions is committed to providing only the most qualified specialists to our clients. To ensure a good match, we thoroughly screen all prospective candidates before submitting them for your review.
E-Solutions uses a multi-tiered approach to ensure that only superior talent is presented to each client:



9. Describe how the Vendor validates the information contained within resumes, including but not limited to, the validation of education, experience, licensure, and certification.

E-Solutions Response: E-Solutions perform background verification on the qualifications and certifications that candidates possess before his/her resume are submitted to the client for selection. E-Solutions is dedicated to providing quality temporary/permanent employees/candidates to its clients in line with their requirements across all the domains we serve in. We pay close attention to the quality of candidates we select to meet the high standards we set for our clients. E-Solutions is known for a robust recruitment process that attracts the very best talent and offers an unconditional guarantee on all of the work they provide to our customers. At the initiation of the contract, E-Solutions sets up a dedicated Account Team that is governed by a stringent set of internal SLA's to ensure that all the requirements received from the client are addressed in the shortest possible time frame. To ensure quality, the Account Teams comprise of highly experienced technical and non-technical recruiters with proven expertise in the particular domain to assess the qualifications of the candidate to get the best fit.

10. Describe how the Vendor conducts reference checks.

E-Solutions Response: The references and referrals provided by the prospective candidate are directly contacted by our recruiters who authenticate the information provided by the candidate. Further, the

referrals and references provided are cross-checked for their true identity which is conducted by a third-party vendor.
While conducting reference checks we ask following questions to the provided references:

- What is your relationship to the candidate?
- Can you confirm the candidate's job title, dates of employment and work duties?
- Can you describe the candidate's work performance?
- Was the candidate accountable in performing tasks?
- What are the candidate's strengths and weaknesses?
- What was it like to work with the candidate?
- Why did the candidate leave a position?
- Company policies aside, would you rehire this candidate?
- Is there anything else I should know about this candidate?

11. Describe how the Vendor will implement and administer the distribution and completion of the required Resume Self-Certification Form (Contract Exhibit F) for candidates.

E-Solutions Response: As per Department requirement our team will share the "Resume Self-Certification Form" with candidate and get it signed at the time of screening process.

12. Describe how the Vendor determines whether a qualified candidate is suitable for a Customer.

E-Solutions Response: E-Solutions, has developed a standard screening process that is followed for all its customers. However, if required, E-Solutions has in the past customized its screening process depending upon the specific requirements of the customer. E-Solutions, provides a customized screening process that integrates seamlessly into its customer's requirements to provide them with a world class workforce. We follow a well-structured interview process where the short-listed candidates are screened at an initial level followed by a detailed assessment of his/her skills by our technical team via a telephonic interview. After clearing these two levels, a final selection round is arranged between the candidate and the Account Manager to conduct a final election. Some of the methods that the recruiters use to evaluate the technical and logical ability of the candidates are as follows:

Technical Written Tests
All candidates are required to take a technical test to demonstrate their grasp on the basic knowledge required for a specified role. The test covers the fundamentals of the languages, tools, or software that the engineers or developers use. E-Solutions, also uses the same set of questions and methodology for all the candidates to be interviewed for a given position, which gives E-Solutions and the client a common objective performance baseline.

- Face to face interviews – Once the candidates are shortlisted, the team conducts a one-to-one interview with each of the candidates to review work history, experience, work preference and availability
- Work eligibility verification – Use E-Verify to ensure each associate is eligible to work
- Background checks – Perform background checks as per customer request

As the cycle times for positions in the IT and Non-IT domain are shorter, we implement the above detailed process for recruiting workforce for this domain.

13. Describe the Vendor's procedures for addressing and remedying performance issues for Staff placed pursuant to a request for quote.

E-Solutions Response: When a contingent worker is not performing according to the expectations of the client, we will call up a discussion with that particular candidate on his/her non-performance and provide him various guidelines to improve his/her performance. On an event where the candidate still continuous to non-perform he/she will be replaced within 7 working days and we will not charge anything extra for this service from our clients.

E-Solutions services are guaranteed to be of the highest level of professional quality. E-Solutions satisfaction guarantee policy extends to the length of the resource's assignment. If at any point of time, the customer is not 100% satisfied with the personnel's work performance, E-Solutions will make a replacement immediately within 48 hours of notification. Furthermore, E-Solutions will not bill the customer for the time period required by us for replacing the resource.

14. Describe the Vendor's ability to ensure its employees, subcontractors, and Staff protect information deemed as confidential or trade secret.

E-Solutions Response: E-Solutions will assist **Client** in organizing an induction program, which is designed to orient all the newly recruited employees to the company policies and regulations and help them understand the Client work culture, methodologies and processes. Also, we include session under induction program on how employee needs to protect company's confidential information and causes if they breach company's regulation. If required by the client, we can get the NDA signed by the candidate.

15. Describe the Vendor's background screening procedures, including any enhanced screenings available when a Customer has designated a job as a job of special trust (Level 2), pursuant to Chapter 435, F.S., which requires enhanced background screening.

E-Solutions Response: Our typical response time is 4-6 Hours to submit qualified resumes to our clients.

E-Solutions has well defined systems and processes to manage hiring requisitions from our clients. On an average E-Solutions, is able to find a consultant with requisite skill sets and revert to the client with the resumes within 24 hours.

There are 3 stages in this given time-to-fill cycle.

Stage 1

1. Requisition to Resume Submission: The cycle time or also called as response time for this stage is a measurement of time taken from the point E-Solutions, receives requirement specification for temporary position to the submission of qualified resumes. E-Solutions, response time track record has been 2 business days. The steps involved include: Client submits requirement via phone/ fax/ email/ web.
2. This requirement is taken by the account executive, to the technical manager, who allocates it to the technical recruiter team, along with the proper technical forms.
3. The recruitment team immediately begins the search from the following sources: - List of internal employees currently available for new assignment. - List of internal employees coming out of projects -

Employee referral database. - Web search and contact for external candidates looking for change - Advertised to all partners for their candidates

4. Internal screening/ description updating process is carried out with candidates that are selected by recruiters. Our central group of technical associates present at our office typically does this.
5. Screened candidates are passed on to Account Executive who would submit resumes to Client by email/ fax/ web.
6. On an average the total turnaround time taken by E-Solutions, from start of engagement to submission of resume can range from 2 hours at the minimum, up to 48 hours at the maximum.
7. Account Executive will then stay in constant touch with managers for feedback and / or interview schedules.

E-Solutions, has always been one of the top three vendors in each of its clients due to its responsiveness, cost effectiveness and quality. We have one the highest benchmarks in the industry with respect to submission and hire ratio.

Stage 2

Interview and Selection by Client: This stage totally depends on availability schedules of Client managers and sometimes even that of candidates. E-Solutions expectation is that the cycle time for this stage should not exceed beyond 5 business days.

Stage 3

P.O. Processing and Start of Assignment Maximum cycle time for this stage that is from the time E-Solutions would receive confirmation of selection from Client to the contractor starting the assignment at the designated Client location within USA would be 2 weeks. In specific cases based on hiring manager's request, this cycle time can be reduced to one week.

The response time also depends on the skills required. At times we have consultants for Software Help Desk and Desktop support start the same day the requirement was received. For software consultants and senior level consultants we have responded with resumes/profiles within Max **6 business hours**.

Background Check

E-Solutions has customized process for various clients; the process is designed according to client's requirements. Certain financials clients require credit check and background checks prior to submissions. Other set of companies requires Background Check to be conducted once candidate has been extended offer. Our process is robust enough to incorporate any additional background checks that may be required by the client specifically. Some of the checks conducted by E-Solutions prior to placing the candidates to the customer project are as follows:

- Complete background and education verification and previous employment checks
- Reference checks – E-Solutions recruiters thoroughly check with atleast 2-3 references of the candidates being shortlisted to verify their credibility. They also conduct researches on available public documents for further clarity.
- Drug Screening – to test the candidates for the use of illicit/illegal drugs (including Opiates, Cocaine, Cannabinoids, Amphetamines, Marijuana and Phencyclidine)
- Criminal background checks

- Investigation on Federal, State, and County jurisdictions of residence, education, and employment, for the past seven years, using current name and any/all provided previous names/aliases
- Sex offender registry check
- Terrorist watch list check by verifying in the U.S. Government Restricted Parties Lists

Principal Personnel

16. List the Vendor's Principal Personnel who will make decisions concerning Staff placement for services and include the following for each Principal Personnel member:

- **Name**
- **Education**
- **Credentials and certifications**
- **Job title**
- **Years of IT Experience, and**
- **Number of years employed with the Vendor**

E-Solutions Response:

- **Name:** Randy Singh
- **Education:** Bachelors in Electronics
- **Credentials and certifications:** account management, business development, Developing sales strategies.
- **Job title:** Vice President
- **Years of IT Experience, and:** 22 Years
- **Number of years employed with the Vendor:** 18 years

17. Describe the role each Principal Personnel will have in the Contract.

E-Solutions Response:

Proposed Account Manager

For Department, E-Solutions proposes Pooja Verma as the Program/Account Manager who will be based out of our California office and will be responsible for both long-term strategic issues as well as day-to-day tactical issues related to the account.

In her role of the Account Manager, Pooja will have direct accountability to the E-Solutions Management and overall responsibility to Department. She will also be responsible for the successful functioning of all assigned employees and will be the first and single point of contact for all matters concerning to Department account. She will work directly with Department to ensure that every interaction with E-Solutions is a pleasant and fruitful one. She will also be responsible to address and resolve any client/employee concerns.

Engagement Director

Priyanka Singh, President of E-Solutions will be Department Engagement Director. She is based out of San Jose, California and has over 20+ years of industry experience and will keenly manage the entire client dedicated team and will communicate with Department team on a weekly basis to take the client's feedback and will work on making strategies to improve the ongoing process. Internally Vishal will make sure, client dedicated Account Management team is sharing quality profiles to Department as per their requirement.

Delivery Head
Amit Singh will be Department delivery head who is based out of San Jose, California and has 18+ years of experience and he will head the Delivery team which comprises of recruitment lead, team lead, delivery managers, etc. and will handle the entire gamut of Department recruitment cycle.

Operations Head
Randy Singh will be Department operations head who is based out of San Jose, California and has 25+ years of experience and he have the direct access to HR, finance, sales and marketing, quality and legal and contracts team. He will closely monitor University account and will make sure our team is meeting or exceeding Department expectation.

Recruitment/Delivery Manager
Our proposed recruitment manager has over 12+ years of solid experience in managing recruiters and delivering resources in toughest of situations. His responsibilities would include.

- Supporting the Account Manager in designing recruiting strategies and identifying focus areas
- Distributing the requirement specifications to the recruiters and reviewing resumes submitted by them to shortlist candidates that meet the requirement specifications
- Conducting technical evaluation (as per the methodology defined in the E-Solutions' quality document) and coordinating evaluation through our internal and external sources
- Managing and monitoring performance of all recruiters that are part of the dedicated team assigned to him

Lead Recruiter

- Supporting the Account Manager to understand the requirement specifications
- Distributing the requirement specifications to all technical recruiters
- Reviewing resumes submitted by technical recruiters
- Submitting qualified resumes along with evaluation results and ratings to National Account Manager/Recruitment Manager for submission to client
- Managing and monitoring performance of all technical recruiters that are part of the dedicated team Technical Recruiters
- Supporting the recruiting team in identifying the most optimum the search criteria for identifying the best-fit profiles in the shortest time frame

Team of Recruiters
Under the supervision of the Recruiting Lead, depending on the Program Volume, Geographical Coverage, Skill Requirements and Complexity of the client's requirements, we will allocate anywhere between 3 to 20 recruiters to the Department Account that are familiar with and have extensive experience working on similar account conditions/environment.

We also have specialized recruiting teams for our clients with specific domain and technical knowledge that makes them fully equipped to recruit the right kind of high-quality resources for Department. The team assigned to the client comprises of a mix of senior and junior recruiters who have an average of 2-8 years of combined technical and business experience and have the specific domain knowledge to cater to the client requirements.

Our Account Management team also has direct access to various support functions that are shared by account management teams of our other clients.

Legal and Contracts
This team ensures 100% compliance to all client-specific legal and other contract obligations and looks after all the paperwork from initiation to the end of the contract.
Onboarding Team
This team oversees all candidate onboarding activities including drug and background check, I-9 verification, Non-Disclosure Agreements, etc. This team is responsible for adherence and compliance to all client SLAs. They also conduct client orientation for all new hires to get them accustomed to client/E-Solutions processes, policies and work/project environment.

Employee Engagement
They work closely with the HR team to communicate regularly with the employees deployed at client locations to gather and resolve their feedback/satisfaction/dissatisfaction/issues. This activity is directed to control on-site attrition.

Other shared support functions include, HR Admin, Sales and Marketing, Invoicing, Payroll, Subcontractor management, timesheet, Quality, Finance and Accounting, Systems Admin, etc.

18. Describe each Principal Personnel's staffing resource management role in past IT Staff Augmentation contracts.

E-Solutions Response:

RESUMES OF KEY STAFF

Priyanka Singh

Priyanka Singh – Engagement Director

Summary of Achievements
20+ years of industry experience with focus on Technical Recruiting, including Agency experience, staffing for projects and consulting assignments. Excellent soft skills and professional approach, strong level of motivation & commitment.

- Head hunting and cold calling for specific skills-based opportunities. Penetrated several companies to locate hard to find candidates.
- Recruited candidates at all levels, ranging from Director, Technical Architects, Program/Project Managers, and Business Analysts & Consultants for assignments.
- Used extensive networking for hard to find skills for project or consulting assignments.
- Extensive use of job boards for searching candidates on the web.
- Experience with recruiting candidates with H1-B visas (Local & overseas), TN, L1 and US citizens.
- Have handled individual critical issues like compensation management, employee relations and executed real time assignments related to employee motivation and morale issues.
- Proactively learned immigration formalities and procedures (H1-B visas, Green cards) in order to help employees with issues related to these areas.

TECHNICAL SKILLS GENERALLY FOCUSSED ON

Client Server Technologies: VB, VC++, C++, Developer 6i (Forms, Reports), Java Technologies, Cold Fusion, PowerBuilder, Cocoa
Databases: Oracle 9i/8i, Sybase, Informix, Progress, MS SQL Server, Teradata, MS Access, Mac OSX
ERP/MRP: SAP (Functional /Technical), Oracle Applications (Financial/Manufacturing- Tech/Func.), PeopleSoft, Baan, Progress, and JD Edwards
CRM's: Seibel, Vantive, Oracle CRM, and SAP CRM
Mainframes/midrange: COBOL (MF, VS etc), MVS, JCL, As400 Systems etc
E commerce: B2B, B2C Technologies, and EDI/ Gentran

Professional Experience:

Vidhwan Inc dba E-Solutions
Sept 2003- Present
President/CEO
Building Strong Value Propositions for Clients, getting work done in a collaborative manner and ability to build relationships both internally and externally are some of my strength areas. Responsible for Client Prospecting, Proposal Creation and Presentation Contract\SLA Negotiation & Tracking Problem Detection and Resolution Creating & Maintaining a robust funnel Drive Booking, Billing and Profitability Targets Drive greater Client Satisfaction by building stronger relationships Suggesting newer areas of collaboration and coming up with appropriate business models that the clients can leverage Develop strong relationships with the local partners Special emphasis on recruiting high end software professionals for direct hire position for a variety of clients. Conducted Full Life Cycle Recruiting sourcing top candidates, screening/interviewing candidates (phone, in-person), salary negotiation, and reference checking and closing. Maintained a strong database of quality candidates for specific IT requirements. Managed job requirements for several clients and pool of qualified candidates on a daily basis. Strong follow up and responsiveness to hiring managers and candidate needs. Coordinated, prepared and discussed interviews between candidates and clients Negotiated salary to meet client and candidate expectations. Created weekly reports based on new recruits, job order send out, candidates send out, new job requirements received and client visits. Created weekly pending report based on interviews scheduled, conducted and money earned.

Symantec Corporation, Cupertino, CA
Sr. Recruiter
December 2005 – Dec 2007

Apple Computer, Cupertino, CA
Talent Acquisition
December 2004 - November 2005

Artizen Inc., San Carlos CA
Technical Recruiter
June 2004-December 2004

EDUCATION
B.A in Psychology Punjab University India

Randy Singh

RANDY SINGH – Vice President – Operations

SUMMARY:

25+ years of industry experience with focus on Technical Recruiting, including Agency experience, staffing for projects and consulting assignments. From last 11 years Manages onsite and offshore operations of E-Solutions. Lead his previous company from a 10 Man organization into a 500+ organization, helped in grow offshore center, which is now a Public Traded company in India.

PROFESSIONAL EXPERIENCE:

E-Solutions
2003 to Present
Operations Head
Ensuring all aspects of daily operations of E-Solutions run effectively and efficiently. To supervise the operation of the E-Solutions; to ensure that the highest standards are achieved and maintained in accordance with quality assurance policies and that all legal specifications are adhered to in line with the Health and Safety Policy.

- Manage and increase the effectiveness and efficiency of Support Services (HR, IT and Finance), through improvements to each function as well as coordination and communication between support and business functions. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
- Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
- Manage staff, preparing work schedules and assigning specific duties. Develop and update a regular maintenance schedule for all department facilities and equipment.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
- Monitor business to ensure that they efficiently and effectively provide needed services while staying within budgetary limits.
- Identify in writing annually training needed for individual employees. Uphold all cooperative policies.
- Contribute to short and long-term organizational planning and strategy.
- Develop an environment with systems and processes in place which will enable and encourage business opportunities.

ACE TECHNOLOGIES INC.
Director of Sales
1995 - 2003

Lead the company from a 10 Man organization into a 500+ organization, helped in grow offshore center, which is now a Public Traded company in India

Responsible for the ongoing account management and business development of a portfolio of agents, primarily with a focus on the corporate markets. Driving revenue growth from existing accounts as well as identifying opportunities for growth with the portfolio.

- Maintaining and increasing sales. Reaching the targets and goals sets. Setting sales targets for individual reps team across the floor as a whole.
- Establishing, maintaining and expanding customer base. Developing sales strategies and setting targets. Increasing business opportunities through various routes to market.
- Servicing the needs of existing customers.

EDUCATION:
B.E. in Electronics University of Pune India 1994

Amit Kurich

AMIT KURICH – V.P TALENT ACQUISITION

- Working as VP – Talent Acquisition since February 2005 with E-Solutions. Developed relationship with various third-party vendors to find consultants for various client's needs to fill both permanent and contractual positions.
- Recruited and sourced for over 700 open job requisitions for direct & tiered clients.
- Provided consultants for contract and full-time positions in the Information Technology, Pharmaceutical/Clinical, Sales, and Clerical fields.
- Handle and help with Full Life cycle work related to Contracts, Recruitment, Sales, General management, Immigration issues, Payment issues and targets.
- Participated in the full lifecycle of the hiring process: sourcing, resume and phone screening, salary negotiations, offer letters, new hire paperwork, and payroll.

EDUCATION
1999 – 2001 MBA (CAM) with a major in 'Marketing' and a minor in 'Systems' from School of Management Studies, University Teaching Dep't, GGS Indraprastha University, Delhi securing 76%, a University topper.

1995 - 1998 Bachelor of Business Studies (Hons.) with a Major in 'Finance' and a Minor in 'Systems/Marketing' from College of Business Studies, University of Delhi.

BASIC IT SKILLS
MS-Office, Java, HTML, Oracle 8i, MAKESS ERP Package, Goldmine: CRM Package, Tally, SPSS and Various QTM software.

PROFESSIONAL EXPERIENCE (11.6 YEARS)
Silicon Valley Systech Inc, San Jose, CA
Analyst
October 2003 – January 2005

FCS Software Solutions Limited, Noida, UP
Analyst

May 2001 – September 2003)

Worked as Supervisor/Team Leader in Solutions Integrated Marketing Services Limited, Delhi, India during May'99 – August '99

In this services-oriented company I worked on projects for **Microsoft, Bharti-BT Internet Ltd** and **Ernst & Young**. The responsibilities varied from budget proposal by interacting directly with the customer, preparing the plan for the activity, making arrangements for the activity and research for E&Y **(Entrepreneur of the Year®**) to CRM and dealer interaction for Microsoft **(Windows®** sales support) & Bharti-BT **(Mantra-Online®).**

Worked as Management Trainee in Kapila Rubber Industries Ltd, Jalandhar SCAG, India during May'98-April'99
In this consumer-goods oriented company my prime responsibility was to visit various dealers around the country for CRM as well as look for new orders from existing customers for Sales Support. Also involved in extensive research to create a database of users of the company's products to increase the company's customers and sales.

Pooja Verma – Program Manager

POOJA VERMA

RECRUITMENT/HR MANAGEMENT
A highly talented, organized and successful IT recruiter with diverse knowledge of recruitment processes and techniques.

PROFILE

- Possess seven years of professional experience in recruiting IT professionals.
- Experience in managing HR functions – Performance Management, Compensation Management, Manpower Planning, IT and Non-IT Recruitment, Induction, Wages and Salary Administration, Grievance handling, Liaison, Training and Development, succession planning and employees retention.
- Designing innovative personnel policies for developing sense of belongingness among the workforce to contribute their best efforts to realize company's objectives.
- Outstanding Relationship Management skills, articulate, combine strong business acumen with the ability to conceive profitable and efficient solutions utilizing technology.
- Excellent interpersonal and communication skills; can work in highly diverse environments with people from various backgrounds; popular team worker with leadership traits.
- Proven liaison and effective management skills including inter and intra departmental coordination, qualitative and quantitative supplies of HR issues.
- Leading Insurance domain in work force planning and manpower allocation contributing to the revenue growth of the domain.
- Competency management and staffing positions.
- Recruitment and staffing
- Planning career progression of employees.
- Helping Project management team in preparing proposals and presentations for new clients.
- Interacting with existing clients to understand their requirements and give them customized service of fulfillment of requirement.
- Technically proficient in Windows XP and MS Office XP.

PROFESSIONAL EXPERIENCE

E-SOLUTIONS INC
OCT 2015 - Present
RECRUITMENT/BUSINESS DEVELOPMENT ANALYST

- Responsible for screening and selecting candidates especially for Non-IT section.
- Assigned the tasks of organizing and conducting recruitment for Non-IT fields.
- Responsible for making calls to applicants and explained in detail about the job requirements.
- Responsible for identifying and matching qualified applicants to specific job orders.
- Performed analysis to identify business requirements, priorities and recommendations.
- Conducting competitive marketing research and customer need analysis to identify new business opportunities and expansions.
- Meeting new customers and making presentations to explain Organization capabilities and get new business opportunities.
- Acting as a liaison between management team and customers for systematic and procedural fulfilment of client requirements and providing them staffing solutions, so that the organization can become a Strategic Partner.
- Developing a business model to monitor and report competitive business initiatives and activities to the management on regular basis.
- Handled end to end Recruitment cycle for all Non-IT, IT and BPO requirements for end clients.
- Managing a team of 10 resources and ensuring compliance.
- In-depth understanding of all Non-IT and IT Requirements.
- Have experience on working and successfully closing Digital positions as well.

TATA CONSULTANCY SERVICES LTD
May 2007 – Feb 2012
HR GENERALIST / BUSINESS PARTNER
Business Unit - Human Resource / Business Partner

Clients: Dealing with Banking and Financial Services clients like Toyota Financial Services, Experian, GMAC Residential Corporation, American Honda and Farm credit Canada.

- Initiatives / policies and processes for the betterment and welfare of the associates in the business unit for which I am the Account / HR owner. Credentials of having associate with strength of 750 employees.
- Responsible for liaising with all Managers of projects and playing a focal role as single point of contact in HR for all associates of projects.
- Dexterous in effectively deploying all HR initiatives, processes and policies ` across the Business Unit.
- Functioning towards engaging all employees in the business unit and improving their satisfaction levels through HR connectivity programs and Fun at Work Initiatives.
- Adept in improving retention levels in the project by introducing suitable interventions ensuring that the project has complied with all deadlines and policies set out in this regard.`
- Provided guidance to the project management team of TCS (EXPERIAN) account to get the new project in North America geography. Had prepared presentations highlighting key strengths and security compliances to be followed. Was part of proposal making and bidding.
- Proficient in effectively collecting inputs from associates of business units regarding the efficiency of policies implemented and feedback thereof. Responsible for conducting awareness sessions for

various HR processes such as Appraisals, Confirmations, Welfare, Business etiquette and Competencies.

- Instrumental in preparing reports and metrics on all HR activities carried out on a weekly and monthly basis and reporting the same to the PMO for consolidation at ISU level.
- Accountable for addressing grievances related to performance management. In charge of initiating performance improvement plans (PIP) and track progress until closure. Responsible for implementing programs for high performer/high potential associates.
- Adroit in facilitating succession planning for key positions – documenting potential pool and working with resource management group (RMG) to track role changes ensuring transparency in the process and opportunities.
- Effectively handling Grievance management (Grievance analysis and satisfactory closure).
- Involved in maintaining records/documentation for audit compliance.
- Looking after the activities pertaining to Personnel file documentation, storage and security of the associates in the BU. Managing Leave processing, loan requests- timely clearance of work lists & receipt of documentation to support requests.
- Coordinating Exit interviews and effective analysis of the same.

Business Unit – Resource management lead/Business Relationship Manager

Clients: Dealing with Insurance and Retail clients like AIG, USAA, Statefarm, Hartford, Prudential, AXA, NIELSEN

Responsible in Planning & Staffing for Insurance unit of the organization, holding strength of 6000+ employees. It spreads across the globe (India, US, UK, Europe & Canada Geography). Handling manpower planning for Nielsen in Retail account also responsible for generating revenue through meeting the needs of both existing and prospective customers. Also, in charge of making sure that the business meets both its short- and long-term business objectives

- Working on the Workforce Planning and preparing the fulfilment plans for the units.
- Contributing to the revenue growth of the domain by mapping the right competencies to the business positions.
- Managing the bench strength and headcount for the domain.
- Involved in designing the employee pyramid for the domain.
- Managing the competencies to fill in the gaps for the various technologies for which clients have positions.
- Working in close coordination with the L&D department and recruitment cell, to bridge in the gap for the technologies which there are requirements.
- Helping the HR department to provide in inputs for Career progression of an individual.
- Conducting drives specific to a technology to close the requirements.
- Attending Operational Reviews with the Business Teams.
- Contributing in the proposal writing for New Business/Customers from Resource planning perspective.
- Liaison between various Cross functional groups to come up with a plan for closing future requirements within the defined SLA.
- Mentoring and Leading the team to meet objectives of the Business Unit.
- Managing complex and large tenders and bid teams.

- Setting targets and goals with sales and management teams. • Representing the company and trade shows, industry functions and networking events.
- Presenting business strategies and common goals clearly to work colleagues.
- Seeking out and identifying new business opportunities.
- Delivering impressive presentations to individual or group audiences.
- Having a creative approach to problem solving.
- Identifying and then generating leads.
- Ability to sustain and deliver over long term sales cycles.
- Ability to interpret complex information, data, news and research quickly.
- Ensuring that all marketing projects do not exceed budgetary constraints.
- Comprehensive knowledge of modern networking techniques.
- Internet based business development.
- Superb presentation and closing skills.

RECOGNITIONS & ACCOLADES

- Have successfully added new client SLK America to my company's portfolio and generated revenue of $40,000 for FY 2016 by closing Full time Positions.
- Have been awarded with consistently "Star of the Month" or "On the Spot Award" from Oct 2010 to Jan 2011 by the Business Group/Domain at TATA Group, for contributing towards business growth through effective manpower planning.

19. Detail any unique expertise and capabilities each Principal Personnel possess that could bring additional value to a Customer.

E-Solutions Response:

S.No.	Qualifications	Detailed Bio/Background
Key Personnel #1	**Name –** Priyanka Singh **Designation –** President	20+ years of industry experience with focus on Technical Recruiting, including Agency experience, staffing for projects and consulting assignments. Excellent soft skills and professional approach, strong level of motivation & commitment. • Recruited candidates at all levels, ranging from Director, Technical Architects, Program/Project Managers, and Business Analysts & Consultants for assignments. • Used extensive networking for hard to find skills for project or consulting assignments. • Extensive use of job boards for searching candidates on the web. • Experience with recruiting candidates with H1-B visas (Local & overseas), TN, L1 and US citizens. • Have handled individual critical issues like compensation management, employee relations and executed real time assignments related to employee motivation and morale issues. • Proactively learned immigration formalities and

		procedures (H1-B visas, Green cards) in order to help employees with issues related to these areas.
Key Personnel #2	**Name –** Randy Singh **Designation –** VP-Operations	25+ years of industry experience with focus on Technical Recruiting, including Agency experience, staffing for projects and consulting assignments. From last 18 years Managing onsite and offshore operations of E-Solutions. • Ensuring all aspects of daily operations of E-Solutions run effectively and efficiently. To supervise the operation of the E-Solutions; to ensure that the highest standards are achieved and maintained in accordance with quality assurance policies and that all legal specifications are adhered to in line with the Health and Safety Policy. • Manage and increase the effectiveness and efficiency of Support Services (HR, IT and Finance), through improvements to each function as well as coordination and communication between support and business functions. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency. • Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary. • Manage staff, preparing work schedules and assigning specific duties. Develop and update a regular maintenance schedule for all department facilities and equipment. • Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes. • Monitor business to ensure that they efficiently and effectively provide needed services while staying within budgetary limits. • Identify in writing annually training needed for individual employees. Uphold all cooperative policies.
Key Personnel #3	**Name –** Amit Kurich **Designation -** VP – Talent Acquisition	Working as VP – Talent Acquisition since February 2005 with E-Solutions. Developed relationship with various third-party vendors to find consultants for various client's needs to fill both permanent and contractual positions.

		• Recruited and sourced for over 700 open job requisitions for direct & tiered clients. • Provided consultants for contract and full-time positions in the Information Technology, Pharmaceutical/Clinical, Sales, and Clerical fields. • Handle and help with Full Life cycle work related to Contracts, Recruitment, Sales, General management, Immigration issues, Payment issues and targets. • Participated in the full life-cycle of the hiring process: sourcing, resume and phone screening, salary negotiations, offer letters, new hire paperwork, and payroll.
Key Personnel #4	**Name-** Pooja Verma **Designation-** Program Manager	Pooja brings over 11+ years of client relationship and people management experience where she has had a high success rate of handling large and medium sized client accounts similar in size and scope to that of State, with expert level understanding of resource Management and IT staffing Solutions. • Experience in managing HR functions – Performance Management, compensation Management, Manpower Planning, Recruitment, Induction, Wages and Salary Administration, Grievance handling, Liaison, Training and Development, succession planning and employees retention. • Designing innovative personnel policies for developing sense of belongingness among the workforce to contribute their best efforts to realize company's objectives. • Outstanding Relationship Management skills, articulate, combine strong business acumen with the ability to conceive profitable and efficient solutions utilizing technology. • Excellent interpersonal and communication skills; can work in highly diverse environments with people from various backgrounds; popular team worker with leadership traits.