State Term Contract
No. 80101507-22-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 ArnArmy 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 one year. The Initial Contract Term shall begin on October 11, 2022, 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.   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
g) Contract Exhibit G, Contractor Selection Justification Form
h) Contract Exhibit H, Contractor Performance Survey
i) Contract Exhibit I, Job Family Descriptions

III. 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:

Name: Datta Kadam

ArnArmy Inc.

Address: 3678 Mossy Creek Ln

City, State, Zip: Tallahassee, FL, 32311

Telephone: 850-345-8856

Email: Datta.Kadam@ArnAmy.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.

ArnArmy Inc.

DocuSigned by:

Datta Kadam

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Name: Datta Kadam

Title: CEO

10/12/2022 | 9:40 AM PDT

Date:

STATE OF FLORIDA, DEPARTMENT OF MANAGEMENT SERVICES

DocuSigned by:

Cliff Nilson

095040D9AAA34AD...

Cliff Nilson, Director of the Division of State Purchasing

10/18/2022 | 3:23 PM EDT

Date:

State Term Contract
No. 80101507-22-STC-ITSA
For
Information Technology Staff Augmentation

Contract Exhibit E, Awarded Job Title Pricing from Contractor's submitted Price Sheet

ArnArmy Inc.

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Applications Development	1200	Director Systems and Programming	1. Team Leader	$135.00
			2. Manager	$151.00
			3. Sr. Manager	$179.00
	1210	Mgmt. Applications Development	1. Team Leader	$125.00
			2. Manager	$143.00
			3. Sr. Manager	$150.00
	1220	Applications Architect	A. Entry	$101.00
			B. Intermediate	$110.00
			C. Advanced	$117.00
	1230	Enterprise Application Integration (EA) Engineer	No Variance	$126.00
	1240	Systems Analyst	A. Entry	$66.00
			B. Intermediate	$98.00
			C. Advanced	$105.00
	1250	Applications Development Analyst	A. Entry	$76.00
			B. Intermediate	$95.00
			C. Advanced	$107.00
Data Strategy and Management	1400	Database Manager	1. Team Leader	$130.00
			2. Manager	$147.00
			3. Sr. Manager	$156.00
	1410	Data Architect	A. Entry	$90.00
			B. Intermediate	$117.00
			C. Advanced	$148.00
	1420	Data Modeler	A. Entry	$71.00
			B. Intermediate	$96.00
			C. Advanced	$117.00
	1430	Database Analyst	A. Entry	$89.00
			B. Intermediate	$103.00
			C. Advanced	$116.00
	1440	Database Administrator	A. Entry	$81.00
			B. Intermediate	$110.00
			C. Advanced	$122.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Quality Assurance	1600	Mgmt. Quality Assurance	1. Team Leader	$101.00
			2. Manager	$121.00
			3. Sr. Manager	$145.00
	1610	Quality Engineering Consultant	No Variance	$110.00
	1620	Quality Assurance Analyst	A. Entry	$65.00
			B. Intermediate	$78.00
			C. Advanced	$93.00
Technology Research	1801	Manager, Technology Research	No Variance	$144.00
	1810	Technology Research Analyst	A. Entry	$82.00
			B. Intermediate	$99.00
			C. Advanced	$117.00
Client Technologies	2000	Manager, Client Technologies	1. Team Leader	$82.00
			2. Manager	$114.00
			3. Sr. Manager	$156.00
	2010	Client Technologies Analyst	A. Entry	$55.00
			B. Intermediate	$71.00
			C. Advanced	$86.00
	2020	Client Technologies Technician	A. Entry	$52.00
			B. Intermediate	$56.00
			C. Advanced	$86.00
Customer Support	2200	Mgmt. Customer Support	1. Team Leader	$74.00
			2. Manager	$102.00
			3. Sr. Manager	$139.00
	2210	Customer Support Analyst	A. Entry	$38.00
			B. Intermediate	$46.00
			C. Advanced	$78.00
	2220	Customer Support Technician	A. Entry	$48.00
			B. Intermediate	$51.00
			C. Advanced	$66.00
Network Management	2400	Director, Network Operations	1. Team Leader	$152.00
			2. Manager	$163.00
			3. Sr. Manager	$261.00
	2410	Manager, Network Operations	1. Team Leader	$86.00
			2. Manager	$127.00
			3. Sr. Manager	$161.00
	2420	Network Architect	A. Entry	$97.00
			B. Intermediate	$114.00
			C. Advanced	$123.00
	2430	Network Engineer	A. Entry	$101.00
			B. Intermediate	$109.00
			C. Advanced	$118.00
	2440	Network Analyst	A. Entry	$76.00
			B. Intermediate	$90.00
			C. Advanced	$118.00
	2450	Network Administrator	A. Entry	$63.00
			B. Intermediate	$76.00
			C. Advanced	$92.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	2460	Network Technician	A. Entry	$55.00
			B. Intermediate	$66.00
			C. Advanced	$69.00
Internet Planning, Eng. & Operations	2600	Mgmt. Internet Operations	1. Team Leader	$143.00
			2. Manager	$162.00
			3. Sr. Manager	$183.00
	2610	Internet/Web Architect	A. Entry	$68.00
			B. Intermediate	$97.00
			C. Advanced	$122.00
	2620	Internet/Web Engineer	A. Entry	$65.00
			B. Intermediate	$97.00
			C. Advanced	$115.00
	2630	Web Applications Programmer	A. Entry	$65.00
			B. Intermediate	$96.00
			C. Advanced	$109.00
	2640	Web Designer	A. Entry	$52.00
			B. Intermediate	$63.00
			C. Advanced	$102.00
	2650	Webmaster	A. Entry	$57.00
			B. Intermediate	$70.00
			C. Advanced	$95.00
	2660	Internet/Web Systems Administrator	A. Entry	$57.00
			B. Intermediate	$84.00
			C. Advanced	$98.00
	2670	Web Customer Support Specialist	A. Entry	$56.00
			B. Intermediate	$64.00
			C. Advanced	$78.00
Operations	2800	Director, Data Center Operations	No Variance	$167.00
	2810	Manager, Computer Operations	1. Team Leader	$83.00
			2. Manager	$113.00
			3. Sr. Manager	$161.00
	2820	Supervisor, Computer Operations	1. Team Leader	$83.00
			2. Manager	$92.00
	2830	Computer Operator	A. Entry	$46.00
			B. Intermediate	$49.00
			C. Advanced	$55.00
	2840	Manager, Capacity Planning	No Variance	$131.00
	2850	Manager, Production Support	1. Team Leader	$103.00
			2. Manager	$130.00
	2860	Production Support Analyst	A. Entry	$59.00
			B. Intermediate	$69.00
			C. Advanced	$90.00
Telecommunications	3000	Manager, Telecommunication Operations	1. Team Leader	$102.00
			2. Manager	$138.00
			3. Sr. Manager	$162.00
	3010	Telecommunication Engineer	A. Entry	$58.00
			B. Intermediate	$84.00
			C. Advanced	$101.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	3020	Telecommunication Technician	A. Entry	$62.00
			B. Intermediate	$71.00
			C. Advanced	$82.00
Electronic Commerce	3200	Director, Electronic Commerce	No Variance	$191.00
	3210	Manager, Electronic Commerce	No Variance	$122.00
	3220	Electronic Commerce Analyst	A. Entry	$59.00
			B. Intermediate	$84.00
			C. Advanced	$114.00
	3230	EDI Specialist	A. Entry	$75.00
			B. Intermediate	$84.00
			C. Advanced	$87.00
Business Intelligence Systems Management	3400	Director, Data Warehouse	1. Team Leader	$143.00
			2. Manager	$176.00
			3. Sr. Manager	$219.00
	3410	Manager, Data Warehouse	No Variance	$160.00
	3420	Business Intelligence Analyst	No Variance	$147.00
	3430	Data Warehouse Analyst	A. Entry	$79.00
			B. Intermediate	$94.00
			C. Advanced	$114.00
	3440	Data Warehouse Administrator	No Variance	$114.00
	3600	Manager, Decision Support	No Variance	$134.00
	3610	Decision Support Specialist	A. Entry	$65.00
			B. Intermediate	$77.00
			C. Advanced	$89.00
	3620	Decision Support Administrator	A. Entry	$81.00
			B. Intermediate	$97.00
			C. Advanced	$124.00
	3800	Manager, CRM Technology	No Variance	$191.00
	4000	Knowledge Engineer	No Variance	$153.00
Enterprise Resource Planning (ERP)	4200	ERP Team Lead	No Variance	$150.00
	4210	ERP Team Member	No Variance	$123.00
	4220	ERP Configurer	No Variance	$78.00
	4230	ERP Programmer/Analyst	A. Entry	$70.00
			B. Intermediate	$84.00
			C. Advanced	$102.00
	4240	ERP Systems Support Specialist	No Variance	$87.00
	4250	ERP Systems Administrator	No Variance	$103.00
	4600	Basis/Ale Technical Consultant	No Variance	$141.00
Sourcing and Vendor Relationship Management	4800	Chief Sourcing Officer	No Variance	$201.00
	4810	Manager IT Procurement	No Variance	$141.00
	4820	IT Procurement Specialist	No Variance	$74.00
	5000	Manager, Vendor Relationships	1. Team Leader	$85.00
			2. Manager	$120.00
			3. Sr. Manager	$163.00
	5010	Manager, Outsourcing Contracts	No Variance	$135.00
	5020	Contracts Manager	No Variance	$102.00
	5040	Finance/Administration Specialist	A. Entry	$75.00
			B. Intermediate	$93.00
			C. Advanced	$120.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	5200	Technical Advisor	No Variance	$139.00
Business Management / Administration	5400	Asset Manager	No Variance	$119.00
	5410	Asset Management Administrator	A. Entry	$60.00
			B. Intermediate	$67.00
			C. Advanced	$73.00
	5500	Director, HR/IT	No Variance	$178.00
	5600	Manager, HR/IT Staffing	No Variance	$104.00
	5610	Technical Recruiter	A. Entry	$60.00
			B. Intermediate	$80.00
			C. Advanced	$116.00
	5620	HR/IT Generalist	A. Entry	$64.00
			B. Intermediate	$74.00
			C. Advanced	$105.00
	5800	Documentation Specialist/Technical Writer	A. Entry	$60.00
			B. Intermediate	$71.00
			C. Advanced	$88.00
	6000	Manager, IT Finance	No Variance	$141.00
	6100	Director, IT Risk and Compliance	No Variance	$219.00
	6200	Manager, IT Audit	No Variance	$150.00
	6210	IT Auditor	No Variance	$105.00
	6400	Business Management Specialist	No Variance	$114.00
Training	6600	Manager, Technical Training	1. Team Leader	$86.00
			2. Manager	$102.00
			3. Sr. Manager	$141.00
	6610	Technical Trainer	A. Entry	$60.00
			B. Intermediate	$65.00
			C. Advanced	$79.00
Security Management	6800	Security Manager	1. Team Leader	$95.00
			2. Manager	$128.00
			3. Sr. Manager	$152.00
	6810	Security Analyst	A. Entry	$65.00
			B. Intermediate	$85.00
			C. Advanced	$106.00
	6820	Data Security Specialist	No Variance	$100.00
	6830	Network Security Specialist	No Variance	$128.00
	6840	System Security Specialist	No Variance	$94.00
	6850	Web Security Specialist	No Variance	$107.00
Business Continuance Management	7000	Manager, Business Continuance	No Variance	$146.00
	7010	Business Continuance Specialist	No Variance	$110.00
Product Development	7200	Manager, Product Development	1. Team Leader	$90.00
			2. Manager	$117.00
			3. Sr. Manager	$155.00
	7210	Product Architect	No Variance	$152.00
	7220	Product Engineer	A. Entry	$65.00
			B. Intermediate	$85.00
			C. Advanced	$112.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	7230	Product Developer	A. Entry	$76.00
			B. Intermediate	$102.00
			C. Advanced	$117.00
Systems Programming & Admin.	7400	Manager, Systems Software	1. Team Leader	$125.00
			2. Manager	$145.00
			3. Sr. Manager	$182.00
	7410	Systems Architect	A. Entry	$66.00
			B. Intermediate	$98.00
			C. Advanced	$160.00
	7420	Systems Software Programmer	A. Entry	$77.00
			B. Intermediate	$96.00
			C. Advanced	$114.00
	7430	Groupware Specialist	A. Entry	$78.00
			B. Intermediate	$99.00
			C. Advanced	$105.00
	7440	Systems Administrator	A. Entry	$65.00
			B. Intermediate	$77.00
			C. Advanced	$100.00
	7450	UNIX System Administrator	No Variance	$114.00
	7460	Storage Management Specialist	No Variance	$110.00
Business Analysis and Planning	7500	Director, Enterprise Architecture	No Variance	$213.00
	7600	Manager, IT Business Planning	1. Team Leader	$121.00
			2. Manager	$159.00
			3. Sr. Manager	$162.00
	7610	Enterprise Architect	No Variance	$152.00
	7620	Business Process Consultant	A. Entry	$56.00
			B. Intermediate	$86.00
			C. Advanced	$110.00
	7630	IT Business Consultant	A. Entry	$68.00
			B. Intermediate	$95.00
			C. Advanced	$99.00
	7640	Business Analyst	A. Entry	$54.00
			B. Intermediate	$84.00
			C. Advanced	$95.00
	7700	Director, Business Relationships	No Variance	$209.00
	7800	Manager, Customer Relations	No Variance	$131.00
Release Management	8000	Configuration Management Analyst	A. Entry	$60.00
			B. Intermediate	$88.00
			C. Advanced	$91.00
	8010	Release/Build Engineer	No Variance	$99.00
Program Management	8200	Director, Program Management	No Variance	$200.00
	8210	Program Manager	1. Team Leader	$106.00
			2. Manager	$122.00
			3. Sr. Manager	$146.00
	8220	Project Manager	1. Team Leader	$104.00
			2. Manager	$118.00
			3. Sr. Manager	$123.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	8230	Project Leader	A. Entry	$67.00
			B. Intermediate	$108.00
			C. Advanced	$116.00
	8235	Project Management Specialist	No Variance	$88.00
	8240	Resource Manager	No Variance	$127.00
Customer Service Hotline	8400	Manager, Customer Service Hotline	No Variance	$86.00
	8410	Customer Service Hotline Representative	A. Entry	$42.00
			B. Intermediate	$45.00
			C. Advanced	$57.00
Technical Product Support	8600	Manager, Technical Product Support	1. Team Leader	$80.00
			2. Manager	$92.00
			3. Sr. Manager	$105.00
	8610	Technical Product Support Analyst	No Variance	$74.00
	8620	Technical Product Support Specialist	A. Entry	$42.00
			B. Intermediate	$56.00
			C. Advanced	$70.00

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 Contractor resulting from 22-80101507-ITB.

Contractor – A Vendor that enters into a Contract with the Department as a result of 22-80101507-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 Attachment J, Job Family Descriptions.

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

MyFloridaMarkerPlace (MFMP) – the State of Florida's eProcurement system and connects vendors with state government organizations that purchase goods and services.

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 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 makes 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 Request for Quotes (RFQ), and as described in Attachment J, Job Family Descriptions document. Customers may include a detailed scope of work, specific requirements of the work to be performed, and any requirements of Staff within the Request for Quotes.

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, any 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.

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 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 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   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, 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 (P-Card). The Contractor may receive payments via the State's P-Card. P-Card acceptance for purchases is a mandatory requirement for the Contract but is not the exclusive method of payment. If the State changes its P-Card platform during the term of Contract, the Contractor shall make all necessary changes to accept payment via the State's new P-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.

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 Ariba on Demand, 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. Ariba on Demand 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 Ariba on Demand application for creating RFQs on this contract. Customers who do not utilize MFMP will create an 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 Attachment F, Resume Self-Certification Form 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 (Attachment 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
- 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. 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)	Contract Term	Within 10 Business Days of contract execution.

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 State's fiscal quarters close on September 30, December 31, March 31, and June 30. The quarterly sales report can be found here: 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. Certified and Minority Business Enterprises Reports
Upon Customer request, the Contractor shall report to the requesting Customer the Contractor's spend with certified and other minority business enterprises in the provision of commodities or services related to the Customer's orders. 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 and services provided by the minority business enterprise, and the amount paid to each minority business enterprise on behalf of the Customer.

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

19. Financial Consequences

The Department reserves the right to impose financial consequences when the Contractor fails to comply with the requirements of the Contract. The following financial consequences will apply for the Contractor's non-performance under the Contract. The Customer and the Contractor may agree to add additional Financial Consequences on an as-needed basis beyond those stated herein to apply to that Customer's resultant contract or purchase order. The State of Florida reserves the right to withhold payment or implement other appropriate remedies, such as Contract termination or nonrenewal, when the Contractor has failed to comply with the provisions of the Contract. The Contractor and the Department agree that financial consequences for non-performance are an estimate of damages which are difficult to ascertain and are not penalties.

The financial consequences below will be paid and received by the Department of Management Services within 30 calendar days from the due date specified by the Department. These financial consequences below are individually assessed for failures over each target period beginning with the first full month or quarter of the Contract performance and every month or quarter, respectively, 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

Failure to timely provide Quarterly Sales Reports, transaction fee reports, or other reports as required will result in the imposition of financial consequences and repeated failures or non- payment of financial consequences owed under this Contract may result in the Contractor being found in default and the termination of the Contract.

No favorable action will be considered when Contractor has outstanding Contract Quarterly Sales Reports, MFMP Transaction Fee Reports, or any other documentation owed to the Department or Customer, to include fees / monies, that is required under this Contract.

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.

Contract Exhibit B
ADDITIONAL SPECIAL CONTRACT CONDITIONS

A. Special Contract Conditions revisions: the corresponding subsections of the Special Contract Conditions referenced below are replaced in their entirety with the following:

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(24), F.S., all payments shall be assessed a Transaction Fee of one percent (1.0%), or as may otherwise be established by law, which the vendor shall pay to the State.

For payments within the State accounting system (FLAIR or its successor), the Transaction Fee shall, when possible, be automatically deducted from payments to the vendor. If automatic deduction is not possible, the vendor shall pay the Transaction Fee pursuant to subsection 60A-1.031(2), F.A.C. By submission of these reports and corresponding payments, vendor certifies their correctness. All such reports and payments shall be subject to audit by the State or its designee.

The vendor shall receive a credit for any Transaction Fee paid by the vendor for the purchase of any item(s) if such item(s) are returned to the vendor through no fault, act, or omission of the vendor. Notwithstanding the foregoing, a Transaction Fee is non-refundable when an item is rejected or returned, or declined, due to the vendor's failure to perform or comply with specifications or requirements of the agreement.

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 submission of required reporting of transactions shall constitute grounds for declaring the Vendor in default.

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 answer all questions of, and ensure a representative will be available to, a continuing oversight team.

The Contractor will comply with all applicable disclosure requirements set forth in section 286.101, F.S. In the event the Department of Financial Services issues the Contractor a final order determining a third or subsequent violation pursuant to section 286.101(7)(c), F.S., the Contractor shall immediately notify the Department and applicable Customers and shall be disqualified from Contract eligibility.

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.

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

Additional Special Contract Conditions (approved by State Purchasing, 8/12/2021)

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 CUSTODIAN OF PUBLIC RECORDS AT PUBLICRECORDS@DMS.FL.GOV, (850) 487-1082 OR 4050 ESPLANADE WAY, SUITE 160, TALLAHASSEE, FLORIDA 32399-0950.

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.

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.

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.

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.

B. Special Contract Conditions additions: the following subsection is added to the Special Contract Conditions:

12.3 Document Inspection.
In accordance with section 216.1366, F.S., the Department or a state agency 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 or state agency 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 or a state agency within 10 Business Days after the request is made.

Contract Exhibit C

SPECIAL CONTRACT CONDITIONS
JULY 1, 2019 VERSION

Table of Contents

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.

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.

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.

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

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;

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.

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

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.

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.

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.

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

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.

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.

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.

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.

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;

(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.

Information Technology Staff Augmentation Services
Contract No. 80101507-22-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 Request for Quotes.

"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

Information Technology Staff Augmentation Services
Contract No. 80101507-22-STC-ITSA

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: _____

Information Technology Staff Augmentation Services
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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 Attachment A, 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: _____

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.

Contract Exhibit I

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.

<center>**Contract Exhibit I**</center>

<center># JOB FAMILY DESCRIPTIONS</center>

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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 hardware and 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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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 development 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.

Contract Exhibit I

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 object-oriented 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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

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 for risk 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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

Contract Exhibit I

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.

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.

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.

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.

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.

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.

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 operating 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.

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.

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.

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.

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.

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.

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.

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.

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 years experience 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

Attachment D
Executive Summary and Staff Resource Management Plan

The Bidder must submit a completed Attachment D, Executive Summary and Staff Resource Management Plan, when submitting a Bid.

Bidder should provide the Bidder's specific response for each question number in Attachment D, Executive Summary and Staff Resource Management Plan, which should provide the following for each question:

1) The question number and prompt.

2) The Bidder's response to that question number and prompt.

Bidder should not provide an overarching narrative which responds to multiple question numbers at once. **Failure to provide a response for each question number in accordance with these instructions may result in a Bidder being deemed non-responsive**.

The Bidder's Executive Summary and Staff Resource Management Plan will be incorporated into the Contract to assist Customers with their determination of which Prequalified Vendor(s) to hire.

<u>**Executive Summary**</u>

1.   Provide a brief executive summary.

ArnAmy, Inc was founded in 2007. We are a privately held United States Information Technology Consulting and Software Development firm headquartered in Tallahassee, FL. We were formed out of the sincere desire to provide EXCEPTIONAL SERVICE in the Information Technology industry. At ArnAmy, we know that every client is unique, and we strive to deliver a personalized, innovative, and affordable proposal every time and to follow it through with an exceptional service in delivering of IT solutions that are Efficient, Effective, and Economic to our clients. ArnAmy has been successfully providing IT consulting and software development services to Florida State Government agencies for over 14 years as an approved vendor on the Florida State Term IT Contract. We are also an approved vendor on State Term IT Contracts for State of Texas (Staffing), and State of Maryland (CATS+).

Over the past 16 years, with proven track record in IT Staff Augmentation & execution of 100% successful projects, we have earned reputation of highly sought subject matter experts by implementing dependable, scalable, maintainable solutions. The award-winning performance of our Company was recognized as "Best in the Business, 2019, & 2017" for Application Lifecyle Management category and "Best in the Business, 2016" for IT solutions category. We are full-service firm specializing in all aspects of modern IT and Application Lifecycle Management (ALM).

The Subject Matter Experts and Industry Thought Leaders at ArnAmy, Inc. are passionate

about delivering **dependable, scalable, and maintainable solutions to enhance business growth and development.** Our current full-time employees hold various industry certifications such as enterprise architecture, project management, quality assurance, database administration, network administration, and software developers. Our strength is implementing solutions using Microsoft, Oracle, Java, and IBM technologies. We encourage continuous professional development and provide learning opportunities for our employees. Our Consultants are our strengths. Our ability to understand complex business issues and our sensitivity to our Customer's critical success factors are undoubtedly a major part of our strengths. Company's year over year growth has been steady, we are financially well funded and have more than adequate cash reserves which provides firm business capital to support any State of Florida contracts awarded. ArnAmy enjoys access to a flexible, pre-screened resource pool of exceptional candidates for all staffing positions. We are accomplished in attracting and retaining top caliber talent who are not only among the best in the business but are extremely passionate Subject Matter Experts. Our management team member's academic skill sets include master's level degrees with emphasis on Computer Science and Information Systems.

We have a stellar record of successful multi-statewide complex IT Staff Augmentation placements, and of 100% successful projects which includes rescue of mission-critical projects spanning State-wide implementation. We pride ourselves in delivering IT services with an attitude of servitude which helps our clients to realize the best return on their IT investments. We would like you to consider the following points as you review this proposal:

➢   ArnAmy has consistently provided high-quality services to its clients since inception. ArnAmy is known for its reliability and perfection to quality solutions by maintaining the highest standards in innovative service offerings.

➢   ArnAmy prides in unbiased IT consulting and believes that we are not in the business of selling any technology, but we are here to serve our clients in their best interest by providing optimal solutions which are based on industry best practices & standards. Our solutions are recognized nationally for performance, reliability, and sustainability.

➢   ArnAmy has track record of 100% successful projects which involved very complex business rules, demanded high scalability, and very aggressive time schedules. We are confident in our ability to meet all the goals of this ITB, and we appreciate this opportunity to be   of   service   to   the   State   of   Florida.

2. Provide a list of entities the Vendor currently offers IT Staff Augmentation services to, and the Vendor's IT Staff focus (if any). 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 dollar amount received
    - The number of Staff assigned
    - 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

Total Number of POs/Contracts: 196

Total Dollar Amount (approx.): $ 29,558,383.90

The following table lists the details of our current and past contracts

Entity Name	Entity Address	Contract/PO#	Term (months)	Start Date	Duration (months)	Dollar Amount	# of Staff Assigned	Tasks	Primary/ Subcontractor
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando, FL 32835 USA	PO23-10000039	4	07/11/2022	4	29568.00	1	Client Technologies Technician-	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando, FL 32835 USA	PO23-10000026	12	07/11/2022	12	187200.00	1	Systems Analyst/ IT Roadmap	Prime
FL-DOC	P. O. Box 13600 Centerville Station Tallahassee FL 32317-3600	C03137	12	07/01/2022	12	172000.00	1	Application Development Analyst (Job # 1250-Advanced)	Prime
FLDOT	605 SUWANNEE ST - BASEMENT TALLAHASSEE, FL 32399-0450	EP3413	12	07/01/2022	12	149760.00	1	Applications Development Analyst (Job#1250 - Intermediate)	Prime
OEL	250 MARRIOTT DRIVE TALLAHASSEE, FL 32399-4002	C0197C	12	07/01/2022	12	167626.89	1	Database Analyst job #1430, Intermediate	Prime
FLDOE	TURLINGTON BLDG STE 1114 325 WEST GAINES STREET TALLAHASSEE, FL 323990400	C02F55	12	07/01/2022	12	190000.00	1	Systems Analyst ▯ Advanced (JOB# 1240)	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando, FL 32835 USA	PO22-10000585	4	04/06/2022	4	29120.00	1	Client Technologies Technician-	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando, FL 32835 USA	PO22-10000429	8	12/13/2021	8	115200.00	1	Systems Analyst/ IT Roadmap	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando, FL 32835 USA	PO22-10000258	4	09/14/2021	4	43920.00	1	Client Technologies Technician-	Prime
TX-DFPS	1010 Browning Dr Austin, TX 78754	HHSTX-2-000026404	12	09/01/2021	12	176800.00	1	Business Analyst 2	Prime

		1							
TX-HHSC	4900 N.Lamar Blvd., TX 78751	HHSTX-2-0000268897	06	09/01/2021	6	82368.00	1	Database Architect 2	Prime
TX-HHSC	4900 N.Lamar Blvd., TX 78751	HHSTX-2-0000261458	12	09/01/2021	12	178880.00	1	Database Administrator 3	Prime
OEL	250 MARRIOTT DRIVE TALLAHASSEE, FL 32399-4002	B9BD0A	12	08/25/2021	12	179640.00	1	Applications Development Analyst(Job # 1250 - Advanced)	Prime
FLDOT	605 SUWANNEE ST, MS 42 TALLAHASSEE FL 32399-0450	PO2454124	12	08/09/2021	12	131040.00	1	Client Technologies Analyst	Prime
FL-OEL	250 MARRIOTT DRIVE TALLAHASSEE FL 32399-4002	B90954	12	08/03/2021	12	164340.00	1	Database Analyst	Prime
FLDOE	TURLINGTON BLDG STE 1114 325 WEST GAINES STREET TALLAHASSEE FL 323990400	B98796	12	07/13/2021	12	185440.00	1	Systems Analyst	Prime
FL-DOC	P. O. Box 13600 Centerville Station Tallahassee FL 32317-3600	B958B0	12	07/01/2021	12	172000.00	1	Application Development Analyst-KR	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando FL 32835	PO22-10000050	12	07/01/2021	12	180960.00	1	Application Development Analyst	Prime
FLDOT	605 SUWANNEE ST, MS 42 TALLAHASSEE FL 32399-0450	PO2455268	12	06/03/2021	12	146016.00	1	Application_Developer-JenniferMurray	Prime
FL-DOR	2450 Shumard Oak Blvd., Bldg. 2-4628 Tallahassee Florida 32399-0191	I0624	12	05/28/2021	12	161920.00	1	Application Architect	Prime
Meridium Group, Inc.	1650 Summit Lake Dr. Ste 105 Tallahassee FL 32317	0001	4	04/30/2021	4	30500.00	3	MS Dynamics Development	Prime
FL-DOR	2450 Shumard Oak Blvd.,	I0600	6	02/26/2021	6	80960.00	1	Application Architect	Prime

	Bldg. 2-4628 Tallahassee Florida 32399-0191								
FL-DOR	2450 Shumard Oak Blvd., Bldg. 2-4628 Tallahassee Florida 32399-0191	CTC04	36	02/01/2021	36	499230.00	1	SAP Consultant	Prime
TX-HHSC	4900 N.Lamar Blvd., Austin, TX 78751	HHSTX-1-0000251193	6	01/22/2021	6	128700.00	1	Data Architect	Prime
FLVS	2145 Metrocenter Blvd., Suite 100 Orlando FL 32835	PO21-10000437	12	01/05/2021	12	271440.00	2	Application Development Analyst	Prime
Brevard County Board of Commissioner	2725 Judge Fran Jamieson Way, Building C Room 203 Viera FL 32940	PO	5	12/14/2020	5	49900.00	1	Application Development Analyst	Prime
TX-DFPS	1010 Browning Dr PO BOX 149030 Austin TX 78754 United States	HHSTX-1-000023046 7	12	9/1/2020	12	176800.00	1	Business Analyst	Prime
TX-HHSC	4900 N.Lamar Blvd. , Austin, TX 78751	HHSTX-1-000023962 6	12	09/01/2020	12	178880.00	1	Database Administrator	Prime
FL-OEL	250 MARRIOTT DRIVE TALLAHASSEE FL 32399-4002	B7C3AC		08/19/2020		173520.00	1	Maintenance & Support - Bright Beginnings	Prime
FL-DOC	P. O. Box 13600 Centerville Station Tallahassee FL 32317-3600	B795D9	12	08/03/2020	12	166840.00	1	Application Development Analyst-KR	Prime
Stellar Consulting Solutions, LLC	2475 NorthWinds Pkwy, Suite 200, Alpharetta GA 30009 USA	POJUN232 020	12	07/06/2020	12	135200.00	1	Database Administrator	Prime
FL-DOE	325 WEST GAINES STREET TALLAHASSEE FL 323990400	B78BC3	12	07/01/2020	12	190000.00	1	Systems Analyst - WankangZhao	Prime

FL Department Of Corrections	P. O. Box 13600 Tallahassee FL 32317-3600	B79644	12	07/01/2020	12	80510.00	1	Client Technologies Technician	Prime
FL-OEL	250 MARRIOTT DRIVE TALLAHASSEE, FL 32399-4002	B73E96		07/01/2020		138600.00	1	Staff Augmentation services-DBA Job#1440	Prime
Fortune Makers, LLC	Dallas TX	A-202004-011	4	06/17/2020	4	18260.00	2	Application Development	Prime
TX-HHSC	4900 N.Lamar Blvd. , Austin, TX 78751	HHSTX-1-000023046 7	12	06/10/2020	12	176800.00	1	DBA	Prime
FLDOT	605 Suwannee Street, MS 78 Tallahassee FL 32301	PO143849 7	12	06/02/2020	12	131040.00	1	Lead Business Analyst-Yogi Pandya	Prime
FLDOT	605 SUWANNEE ST, MS 42 TALLAHASSEE FL 32399-0450	PO143668 9	12	06/01/2020	12	144750.00	1	Application_Developer-JenniferMurray	Prime
TX-HHSC	4900 N.Lamar Blvd. , Austin, TX 78751	HHSTX-0-000019656 7	12	09/01/2019	12	170560.00	1	DBA	Prime
TX-DFPS	1010 Browning Dr PO BOX 149030 Austin TX 78754 United States	HHSTX-0-000020394 7	12	08/30/2019	12	212500.00	1	Business Analyst	Prime
FL-OEL	250 MARRIOTT DRIVE TALLAHASSEE, FL 32399-4002	B5C5F2		08/22/2019	12	172800.00	1	FL-OEL:Maintenance & Support - Bright Beginnings	Prime
FL-OEL	250 MARRIOTT DRIVE TALLAHASSEE, FL 32399-4002	B503FF		07/31/2019	12	134400.00	1	FL-OEL:Staff Augmentation services-DBA Job#1440	Prime
FL Department Of Corrections	P. O. Box 13600 Tallahassee FL 32317-3600	B4F0B1	12	07/31/2019	12	78367.50	1	Client Technologies Technician	Prime
FL Department Of Corrections	P. O. Box 13600 Tallahassee FL 32317-3600	B5647A	12	07/01/2019	12	154560.00	1	Application Development Analyst-KR	Prime

FLDOE	TURLINGTON BLDG STE 1114 325 WEST GAINES STREET TALLAHASSEE FL 323990400	B51695	12	07/01/2019	12	197600	1	Systems Analyst - WankangZhao	Prime
TX-HHSC	4900 N.Lamar Blvd. , Austin,TX 78751	HHSTX-9-0000032451	12	8/23/2018	12	170560.00	1	Database Administrator 3 - Emerging - Venu Kasam	Prime
FLDOE	325 W. Gaines Street, Tallahassee, FL 32399	B3AB41	12	8/16/2018	12	115360.00	1	Systems Administrator thru Brandt	Sub
TX-HHSC	4900 N.Lamar Blvd. , Austin,TX 78751	HHSTX-8-0000029032	1	8/3/2018	1	13120	1	Database Administrator 3 - Emerging - Venu Kasam	Prime
FL Department Of Corrections	P. O. Box 13600 Tallahassee FL 32317-3600	B 3 5 C 2 0	12	07/02/2018	12	81000.00	1	Client Technologies Technician	Prime
FLDOE	325 W. Gaines Street, Tallahassee, FL 32399	DOE-4B6	6	4/2/2018	6	59400.00	1	Systems Administrator thru Brandt	Sub
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO1144741	12	6/17/2017	12	131104.00	1	Staff Aug - Project Area 4 - 7440 Systems Administrator B. Intermediate	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO1436689	24	6/6/2017	24	280800.00	1	1250 Applications Development Analyst - B. Intermediate (Jennifer Murray)	Prime
Law Offices of Alex Hanna, P.A	8700 W Flagler Street, Suite 380 Miami, fl 33174	C20170216	10	5/11/2017	10	200000.00	5	Deliverables: Project Management Services, Migrate SQL Database & Clean Data, Client Information Management, Payment Information Management, Case Information Management, Payment Management – Integration, Call	Prime

								Management – Integration, Document Management – DocuSign, Ad-hoc Reporting, Downloads	
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	E0915	12	7/1/2016	12	144000	2	Maintenance for Florida Automated Nutrition System used by the Division of Food, Nutrition, and Wellness	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	023312	30	7/1/2016	30	1009260	9	Software Development: FANS Project	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	D1941	12	7/1/2016	12	49929	2	Time & Material support services. The services are to include help-desk support for Direct Certification System related calls, onsite support for the software application and its components, and direct user and administrative support, on as needed basis.	Prime
FDOT-DISTRICT INFO SYSTEMS OFFICE	605 SUWANNEE ST - BASEMENT TALLAHASSEE, FL 32399-0450	PO1088890	1	4/5/2016	1	33600	1	Staff Aug - Project Area 4 - 7440 Systems Administrator B. Intermediate - Project Area 4 This position is high-level whose primary function is supporting the Central Office and enterprise SharePoint environments.	Prime
FL Department	P. O. Box 13600 Tallahassee FL 32317-3600	AE2CE2	6	2/16/2016	2	78000.0	1	Application_Developers: App_Dev_Analyst-	Prime

Of Corrections								KR(Advanced) (Job# 1250: Application Development Analyst)	
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	1109124	4	12/8/2015	4	31545.00	1	IT Security:Security Analyst-Jane_SOWERBY (IT Security Analyst - Jane SOWERBY)	Prime
FDOT	605 Suwannee St. MS#78 TALLAHASSEE FL 32399-2100	PO897484	6	9/21/2015	6	411874.00	6	eliverables:PSI-CE:1. PSI-CE Software Development	Prime
FLDOE	325 W GAINES ST TALLAHASSEE FL 323990400	ACBDC6	7	9/3/2015	7	$80,262.00	1	Application_Developers: Web Applications Programmer-PK (Web Applications Programmer – OSFA)	Prime
FLDOE	325 W GAINES ST TALLAHASSEE FL 323990400	AC973D	7	8/14/2015	7	95040.00	1	Application_Developers: Web_App_Porgrammert-WZ (Web Applications Programmer Job#2630))	Prime
FLDOE	325 W GAINES ST TALLAHASSEE FL 323990400	ACD41E	8	8/11/2015	8	103160.75	1	Application_Developers: Web_App_Programmer-PradeepSoma (2630: Web Applications Programmer- Advanced)	Prime
Constituent Information System	317 East Park Avenue Tallahassee FL 32301	MSA20150610	9	7/20/2015	9	56490.97	3	Deliverables:Constituent Information System (HCIS: HAWKES Consitituent Information System)	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	D1941	6	7/1/2015	6	72000.00	1	FLIRRT Project. Application_Developers: Web Applications Programmer-KR (Web Applications Programmer	Prime
FDACS - Division of Food, Nutrition and	Holland Building, 1st Floor, Tallahassee FL 32399	22362	12	7/1/2015	12	85440.00	3	Annual Maintenance of Florida Direct Certification (FDC) System	Prime

Wellness									
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	AD75F0	8	7/1/2015	8	109530.00	1	Application_Developers: Web_App_Programmer_ SG (Web Applications Programmer (Job#2630) VPK BB	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	ACDA0F	8	7/1/2015	8	85020.00	1	Application_Developers: App_Dev_Analyst_AK(A pplication Development Analyst (Job#1250 – Ad) - VR	Prime
FLDOH-IT	Bin B-05 Tallahassee FL 32399-1734	ACCC6C	6	7/1/2015	6	75412.50	1	Application_Developers: Web_App_Prog-NamrataA (Web Applications Programmer - Namrata Agarwal)	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO860770	15	7/1/2015	15	254135.00	1	Business Analysis:Business_Analy st-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO860771	12	7/1/2015	12	111136.05	1	Customer Support:Customer Support Technician- RS (Customer Support Technician (Job #2220 - Advan...	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	AB9CC0	9	1/20/2015	9	147470.40	1	Database Administration:Database _Admin-TD (Database Administrator; Job No.: 1440 (Expert))	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	C0308	12	11/21/2014	12	141421.00	3	Deliverables:FDC_Maint enance-2014_15 (Time & Material support services.	Prime
FDOE-EFIS	316 TURLINGTON BLDG	AA89CB	3	9/29/2014	3	31800.00	1	Application_Developers:	Prime

	TALLAHASSEE FL 323990400							Web_App_Programmer(Job Title: Web Applications Programmer;)	
FDOE-EFIS	316 TURLINGTON BLDG TALLAHASSEE FL 323990400	AA9B35	24	9/10/2014	24	318190.75	1	Database Administration:Database Administrator-PK (Database Administrator (Job # 1440-expert)	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	C1882	12	9/4/2014	12	164828.00	3	Deliverables:Enhancements to the FDC (Supplemental services to complete the enhancements for the DCS	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA6F8E	12	8/11/2014	12	136650.00	1	Application_Developers: Product_Developer-VB (Job title: Product Developer (7230 – Intermediate)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA8CD6	18	8/10/2014	18	119160.00	1	Enterprise Architecture:Application Architect-DK (Application Architect (Job#1220))	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA7C4E	13	8/10/2014	13	159948.25	1	Application_Developers: Web_App_Programmer (2630: Web Applications Programmer- Advanced)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA5D8E	12	8/10/2014	12	165962.50	1	Application_Developers: Web_App_Programmer_ SV (Web Application Programmer)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA7C45	2	8/10/2014	2	16082.00	1	System Administration:Systems_ Administrator (7440: Systems Administrator - Advanced)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL	AA6B00	14	10/8/2014	14	174583.50	1	Application_Developers: Web Applications	Prime

	323990400							Programmer-HM (Web Applications Programmer – HM)	
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA7DEE	12	9/8/2014	12	138840	1	Application_Developers: App_Dev_Analyst_AK (Application Development Analyst (Job#1250 - Ad.) VR	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA524A	12	8/7/2014	12	173160.00	1	Enterprise Architecture:Systems_Analyst-WZ (Systems Analyst – Expert (JOB# 1240) for DOE-DBS)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA7C3E	9	8/7/2014	9	130129.71	1	Business Analysis:Business_Analyst-SS (Business Analyst (Job# 7610) - Expert)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA8F5C	13	8/7/2014	13	44100.30	1	System Administration:FileNet_Administrator-SG (System Administrator (Position:7440 - Expert))	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	AA36B7	9	8/7/2014	9	$105,210.97	1	Application_Developers: Web_App_Programmer-Vijay_P (2630:Web Application Programmer-Advanced)	Prime
FLDOH-IT	Bin B-05 Tallahassee FL 32399-1734	AA6F12	13	8/7/2014	13	148687.50	1	Application_Developers: Web_App_Prog-NamrataA (Web Applications Programmer - Namrata Agarwal)	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	S-4200-B2944	3	7/1/2014	3	75516.50	3	Deliverables:Enhancements to the FDC (Supplemental services to complete the enhancements for the DCS	Prime
FDACS	Holland Building, 1st Floor,	C0308	12	7/1/2014	12	159844.00	2	Time & Material support	Prime

	Tallahassee FL 32399							services. The services are to include help-desk support for Direct Certification System related calls, onsite support for the software application and its components, and direct user and administrative support, on as needed basis.	
FSU	Facilities Administrative Services Tallahassee FL 32306-4158	H 142434	14	6/23/2014	14	123102.00	1	Business Analysis:Business Analyst(Space & Plan.) (Business Analyst (Space & Planning))	Prime
FCCC	Suite 200 Tallahassee FL 32308	AG2014 0127	6	6/23/2014	6	25920.00	2	Deliverables:Website Redesign-FCCC (Redesign website for Florida Court Clerks & Comptrollers)	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO580497	24	6/18/2014	24	206702.29	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO580497	24	6/18/2014	24	23270.00	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO580756	24	6/18/2014	24	163699	1	Customer Support:Customer Support Technician- RS (Customer Support Technician (Job #2220 - Advan...	Prime

FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	S-4200-B1968	4	5/12/2014	4	53133.00	1	Deliverables (Firm fixed price-based deliverables)	Prime
NSRC	Suite 80 Tallahassee FL 32399-0710	A9D291		4/22/2014		5440.00	1	System Administration:Systems Administrator- Linux (Systems Administrator - Linux (B. Dowdy))	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A8E616	26	3/13/2014	26	264240.00	1	Application_Developers: Web_App_Programmer_ DM (Web Applications Programmer (Job#2630)	Prime
FLDOE	325 W GAINES ST TALLAHASSEE FL 323990400	A987FB	6	3/6/2014	6	62656.00	1	System Administration:Systems_ Administrator-MedinaD (7440: Systems Administrator - Advanced)	Prime
FLDOH-EH	Room 130 Tallahassee FL 32399	A9754C	7	2/17/2014	7	58759.00	1	Application_Developers: Applicatio_Dev_Analyst-Anjana_A (1250: Applications Development Analyst-..	Prime
FDOE-EFIS	316 TURLINGTON BLDG TALLAHASSEE FL 323990400	A99D6B	6	4/14/2014	6	48937.50	1	Application_Developers: Web_App_Programmer (Job Title: Web Applications Programmer)	Prime
FDACS	Holland Building, 1st Floor, Tallahassee FL 32399	S-4200-B1968	6	3/13/2014	6	79388.00	2	Supplemental services to complete the enhancements for the Direct Certification System; Project Area 3: Operational Support & Applications Development;	Prime

BCBS-Jacksonville, FL	22682 Simonet Blanc Ter, Ashburn VA 20148	90002	9	3/6/2014	9	$66,544.00	1	Application_Developers: Prorammer_Analyst	Sub
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A98878	6	2/17/2014	6	72861.25	1	Application_Developers: Web_App_Programmer- (2630: Web Applications Programmer- Advanced)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A903C1	6	2/17/2014	6	88040.01	1	Business Analysis:Business_Analyst-SS (Business Analyst (Job# 7610) - Expert)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A972B9	6	2/13/2014	6	66741.10	1	Application_Developers: Web_App_Programmer- (2630:Web Application Programmer-Advanced)	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	908176	1	11/26/2013	1	24800.00		Enterprise_Resource_Planning:PeopleSoft Consultant-Bramha (PeopleSoft Consultant - Bramha)	Prime
FDACS	Holland Building, 1st Floor, Tallahassee FL 32399	S-4200-B1968	12	11/19/2013	12	88644.00	1	Time & Material support services. The services are to include help-desk support for Direct Certification System related calls, onsite support for the software application and its components, and direct user and administrative support, on as needed basis.	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A816CC	8	11/11/2013	8	96057.00	1	Application_Developers: Web Applications Programmer-AR (Web Applications Programmer – AR)	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL	907991	5	10/7/2013	5	60000.00	1	Enterprise_Resource_Planning:PeopleSoft_Cons	Prime

	32306-2391							ultant-SteveP. (Peoplesoft Consultant - Steve Perkins)	
FLDOH-WIC	Bin B01 Tallahassee FL 32399-1701	A860E3	2	9/19/2013	2	1924.05	1	Finance_Admin:Finance/ Admin Specialist (Finance/Administration on Specialist (Job No. 5040	Prime
FCCC	3544 Maclay Blvd. Tallahassee FL 32312	20130215	3	9/8/2013	3	8910.00	2	ArnAmy, Inc will provide time and material support services. The services are to include help desk support for Direct Certification related calls, onsite support for the software application and its components, and direct user and administrative support	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A8B403	12	9/5/2013	12	131703.00	1	Application_Developers: App_Dev_Analyst_AK (Application Development Analyst (Job#1250 – Ad)-VR	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A817D3	11	8/14/2013	11	61509.00	1	Application_Developers: App_Dev_Analyst-DB (Applications Development Analyst (Job #1250) VR	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A83A10	15	8/13/2013	15	120802.50	1	Enterprise Architecture:Application Architect-DK (Application Architect (Job#1220))	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A7C5EF	12	8/8/2013	12	169957.50	1	Application_Developers: Web_App_Programmer_ SV (Web Application Programmer)	Prime
FDACS - Division of	Holland Building, 1st Floor, Tallahassee FL 32399	020108	8	8/1/2013	8	349092.00	3	Deliverables:Direct Certification System	Prime

Food, Nutrition and Wellness								(Software Development Services)	
FDACS	Holland Building, 1st Floor, Tallahassee FL 32399	POA002252	5	7/24/2013	5	59683.75	1	Management Consultant:Project Manager (Project Manager (Job#8220 - Team Leader)	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO111629	24	7/10/2013	24	206702.29	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A7E683	3	7/9/2013	3	39312.00	1	Application_Developers: Web Applications Programmer-AR (Web Applications Programmer)	Prime
FDACS - Division of Food, Nutrition and Wellness	Holland Building, 1st Floor, Tallahassee FL 32399	POA002252	6	6/14/2013	6	62320.00	1	Project Manager (Job#8220 - Team Leader)	Prime
FLDOT	605 SUWANNEE ST, MS 42 TALLAHASSEE FL 32399-0450	PO311657	10	8/15/2013	10	165008.79	1	Customer Support:Customer Support Technician- RS (Customer Support Technician (Job #2220 - Advan...	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A8307E	12	8/9/2013	12	173888.00	1	Enterprise Architecture:Systems_Analyst-WZ (Systems Analyst – Expert (JOB# 1240) for DOE-DBS)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A8359B	2	8/9/2013	2	14200.25	1	Enterprise Architecture:Systems Analyst- JPJ (Systems Analyst – Expert (JOB#	Prime

								1240))	
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A7D72E	6	8/9/2013	68	655471.00	6	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200) - Datta Kadam)	Prime
FLDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A804AB	10	8/13/2013	10	118312.5	1	Application_Developers: Product_Developer-VB (Job title: Product Developer (7230 – Intermediate)	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	826811	3	8/11/2013	3	24700.00	1	Enterprise_Resource_Pl anning:Peoplesoft_Offsit e-Bramha (Peoplesoft Consultant - Bramha Mulaka (O...	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	827173	2	8/11/2013	2	26000.00	1	Enterprise_Resource_Pl anning:PeopleSoft_Cons ultant_SP-Offsit (Peoplesoft Consultant (Offsite) - ...	Prime
FLDOH-EH	4052 Bald Cypress Way Bin A-08 Tallahassee FL 32399-1708	A83C24	13	8/6/2013	13	78798.00	1	Application_Developers: App_Dev_Analyst_PK (Application Development Analyst (Job #1250) - Pradeep	Prime
FLDOH-EH	4052 Bald Cypress Way Bin A-08 Tallahassee FL 32399-1708	A83D3B	12	8/6/2013	12	135750.00	1	Application_Developers: Web_App_Prog-NamrataA (Web Applications Programmer - Namrata Agarwal)	Prime
FLDOH-EH	4052 Bald Cypress Way Bin A-08 Tallahassee FL 32399-1708	A83C2C	11	8/6/2013	11	89320.00	1	Application_Developers: App_Dev_Analyst - PG (Application Development Analyst (Job#1250) - Pranat..	Prime
FLDOS	R.A. Gray Bldg. RM 428 Tallahassee FL 32399-0250	A843EA	11	8/6/2013	11	63951.50	1	Application_Developers: Web_App_Programmer-Chris_Dietz (Web	Prime

								Applications Programmer - Chris Dietz...	
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO111629	24	7/10/2013	24	206702.29	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO319691	24	6/18/2013	24	206702.29	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	817410	8	3/19/2013	8	21471.94	1	Business Analysis:Business_Analyst-BL (Business Analyst - Betty Lyons)	Prime
BCBS-Jacksonville, FL	22682 Simonet Blanc Ter, Ashburn VA 20148	90001	12	3/8/2013	12	$65,927.84	1	Application_Developers: Prorammer_Analyst	Sub
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO129871	9	3/8/2013	9	130645.00	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FSU	222 S Copeland St Tallahassee FL 32306-1360	812722	13	1/11/2013	13	119763.00	1	Business Analysis:Business_Analyst-Liz_Laurienzo (Business Analyst - Elizabeth Laurienzo)	Prime
FLDOS	R.A. Gray Bldg. RM 428 Tallahassee FL 32399-0250	A6FA11	8	1/5/2013	8	44031.50	1	Application_Developers: Web_App_Programmer-Chris_Dietz (Web Applications Programmer - Chris Dietz...	Prime
Buckeye Florida, L.P.	3510 Contractor's Road Perry, Florida 32348	4500153578-036-	1	12/20/2012	1	$5760.00	1	VBA Developer off site; VBA Developer - Joseph	Prime

		BFLP						Chmelynski (on-site)	
FLDOH-WIC	Bin B01 Tallahassee FL 32399-1701	A66161	4	11/9/2012	4	25931.65	1	Finance_Admin:Finance/ Admin Specialist (Finance/Administration on Specialist (Job No. 5040)	Prime
FLDOH-EH	4053 Bald Cypress Way Tallahassee FL 32399-1708	A65EAC	1	10/16/2012	1	1062.50	1	Application_Developers: Application_Dev_Analyst -DK (Applications Development Analyst	Prime
FLDOS	R.A. Gray Bldg. RM 428 Tallahassee FL 32399-0250	A68252	3	10/2/2012	3	24990.00	1	Application_Developers: App_Dev_Analyst-ChrisDietz (Applications Development Analyst (Job#1250.00	Prime
FLDOH-IT	Bin B-05 Tallahassee FL 32399-1734	A613FE	11	8/15/2012	11	119550.00	1	Application_Developers: Web_App_Prog-NamrataA (Web Applications Programmer - Namrata Agarwal)	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A628FF	14	8/14/2012	14	159120.00	1	Application_Developers: App_Dev_Analyst_AK (Application Development Analyst (Job#1250 - Ad.) VR	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A5F5E2	11	8/11/2012	11	136512.00	1	Enterprise Architecture:Systems Analyst- JPJ (Systems Analyst – Expert (JOB# 1240) - Mr. John P)	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A5F3FE	12	8/9/2012	12	150000	1	Application_Developers: Product_Developer-VB (Job title: Product Developer (7230 – Intermediate) RTT	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A63D47	12	8/9/2012	12	134892.50	1	Enterprise Architecture:Systems Analyst- JPJ (Systems Analyst – Expert (JOB#	Prime

								1240) - Mr. John P	
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A5F8C6	12	8/6/2012	12	375715.00	5	Enterprise Architecture:Systems Architect-DK (Systems Architect (Job#7410) - Datta Kadam) VPK	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A62343	12	8/3/2012	12	160225.00	1	Application_Developers: Web_App_Programmer_SV (Web Application Programmer - Sudhir Vangadar)	Prime
FDOE	TURLINGTON BLDG STE 1114 TALLAHASSEE FL 323990400	A5FEFF	11	8/1/2012	11	190235.75	2	Web Design:Web Designer(Adv)-CD (Job Family: Job #2640:Job Title:Web Designer:Scope VR	Prime
FLDOH-EH	4052 Bald Cypress Way Finance & Accounting	A5C943	12	8/1/2012	12	113970.00	1	Application_Developers: App_Dev_Analyst - PG (Application Development Analyst (Job#1250) - Pranat	Prime
FLDOH-EH	4052 Bald Cypress Way Finance & Accounting	A5C95E	4	8/9/2012	4	69414.00	1	Application_Developers: App_Dev_Analyst_PK (Application Development Analyst (Job #1250) - Pradeep	Prime
FDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5FD14	1	7/12/2012	1	11305.00	1	Application_Developers: Web_App_Programmer_SV (Web Application Programmer - SV)	Prime
FDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5ACE3	2	6/12/2012	2	22200.00	1	Application_Developers: Product_Developer-Veera Babu (Job title: Product Developer (7230 – Intermediate – RTT)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5B12B	2	6/10/2012	2	27176.00	1	Application_Developers: Web_App_Programmer_SK (Web Applications	Prime

								Programmer Analyst for FDOE School)	
FLDHSMV	Neil Kirkman Bldg, Rm# A418H Tallahassee FL 32399-0514	A57FC8	3	5/7/2012	3	46354.00	1	BizTalk Consultant:BizTalk_Developer_SanthoshKumar (BizTalk Consulting Services-Systems Software)	Prime
FCRR	Florida Center for Reading Research Tallahassee FL 32310	724590	2	4/27/2012	2	$2200.00	1	Application_Developers: App_Dev_Analyst_AK (Application Development Analyst (Job #1250 - Expert)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5ACE3	3	4/6/2012	3	22200.00	1	Application_Developers: Product_Developer-VB (Job title: Product Developer (7230 – Intermediate) RTT	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A56DD4	3	4/6/2012	3	26081.25	1	Business Analysis:Business Analyst_LaShunda_Brwon (Business Analyst)	Prime
FDOH	Tallahassee, FL	1005	12	4/5/2012	6	77080.50	1	Web Design:Web Developer (Jason Johnson - Web Developer (Cache) at DOH on behalf of CSI)	Sub
FLDOH-EH	4053 Bald Cypress Way Tallahassee FL 32399-1708	A567B5	10	4/5/2012	10	$120,336.00	1	Application_Developers: App_Dev_Analyst_PK (Application Development Analyst (Job #1250) - Pradeep...	Prime
FLDOH-EH	4052 Bald Cypress Way Bin A-08 Tallahassee FL 32399-1708	A567AC	4	4/3/2012	4	37584.00	1	Application_Developers: App_Dev_Analyst - PG (Application Development Analyst (Job#1250) - Pranat..	Prime
FLDOE	RM 916 TURLINGTON BLDG TALLAHASSEE FL	A56814	4	4/3/2012	4	34127.5	1	Web Design:Web Designer(Adv)-CD (Job	Prime

	323990400						Family: Job #2640:Job Title:Web Designer:-VR)	
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	808133	3	11/6/2012	3	59184.00	1	Java Consultants:Liferay Portal Consultant - RRB (Liferay Portal Consulting - Ranga Rao Bobilli)	Prime
Buckeye Florida, L.P.	3510 Contractor's Road Perry, Florida 32348	450015357 8-036-BFLP	1	10/22/2012	1	$1702.00	1	VBA Developer off site; VBA Developer - Joseph Chmelynski (on-site)	Prime
Cigniti	433 E Las Colinas Blvd, # 1240 Irving TX 75039	1003	6	10/4/2012	6	87600.00	1	Application_Developers: SAP_Programmer_Analy st_SB (SAP Programmer Analyst)	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	800461	9	10/3/2012	9	261393.00	1	Enterprise_Resource_Pl anning:Senior Peoplesoft Consultant-FL (Senior Peoplesoft Consultant - Fra	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	800446	6	9/8/2012	6	117260.00	1	Enterprise_Resource_Pl anning:PeopleSoft_Cam pus_Sol_Craig_P (PeopleSoft Campus Solution-Craig Pow	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	800465	12	9/8/2012	12	294950.00	1	Enterprise_Resource_Pl anning:Peoplesoft Consultant-Steve_Per (PeopleSoft Consultant - Steve Perk.	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	800453	14	9/8/2012	14	314960.00	1	Enterprise_Resource_Pl anning:PeopleSoft Consultant-Bramha (PeopleSoft Consultant - Bramha)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5F665	10	8/8/2012	10	26550.00	1	Enterprise Architecture:Application Architect-DK (Application Architect (Job#1220))	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE	PO111629	9	8/8/2012	9	99043.39	1	Business Analysis:Business_Analy	Prime

	FL 32399-2100							st-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi..	
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5D4BC	12	8/7/2012	12	169664.00	1	Enterprise Architecture:Systems_Analyst-WZ (Systems Analyst – Expert (JOB# 1240) for DOE-DBS)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5C827	12	8/5/2012	12	1032287.88	8	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200))	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A5D1B1	6	6/10/2012	6	44825.00	1	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200) - Datta Kadam)	Prime
FLHSMVs	Neil Kirkman Bldg, Rm# A418H Tallahassee FL 32399-0514		1	4/25/2012	1	5520	1	BizTalk Consultant:Systems_Architect(HowardEdidin) (BizTalk Systems Architect Services)	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO67551	4	4/3/2012	4	41015.00	1	Business Analysis:Business_Analyst-Yogi_Payndya (Lead Business Analyst (Job#7640-Advanced) - Yogi...	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	718569	7	4/3/2012	7	121675.00	1	Enterprise_Resource_Planning:PeopleSoft Consultant-Bramha (PeopleSoft Consultant - Bramha)	Prime
Wipro	Dodda Kannelli Sarjapur Road Bangalore 560035	1004	1	3/28/2012	1	5800.00	1	Management Consultant:Sr. Oracle E-Business Analyst (Gary Crockett as Senior Oracle E-Business A	Prime

FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	718528	7	3/4/2012	7	138710.00	1	Enterprise_Resource_Planning:PeopleSoft_Campus_Sol_Craig_P (PeopleSoft Campus Solution-Craig Pow	Prime
FLHSMV	Neil Kirkman Bldg, Rm# A418H Tallahassee FL 32399-0514	A51DC9	6	2/10/2012	6	25480.00	1	BizTalk Consultant:BizTalk_SSP_SatyaL (BizTalk Consulting Services-Systems Software Programmer (...	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	714691	9	2/2/2012	9	230955.00	1	Enterprise_Resource_Planning:Senior Peoplesoft Consultant-FL (Senior Peoplesoft Consultant - Fra.	Prime
FSU	UCA-5607 UNIVERSITY CENTER TALLAHASSEE FL 32306-2391	710967	12	11/16/2011	12	241315.00	1	Enterprise_Resource_Planning:Peoplesoft Consultant-Steve_Per (PeopleSoft Consultant - Steve Perk	Prime
FLDOT	2740 CENTERVIEW DR STE 200/MS 78 TALLAHASSEE FL 32399-2100	PO15994	10	11/2/2011	10	99560.00	1	System Administration:Storage Admin -SK (Siddhesh Kadam - Storage Admin at DOT)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A4BCBE	14	11/14/2011	14	126720.00	1	Enterprise Architecture:Systems_Analyst-WZ (Systems Analyst – Expert (JOB# 1240) for DOE-DBS)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A447E9	10	11/3/2011	10	142522.50	1	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200) - Datta Kadam)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A4455B	18	8/8/2011	18	127008.00	1	Enterprise Architecture:Application Architect-DK (Application	Prime

							Architect (Job#1220))	
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A447E9		8/17/2011	12	887040.28	6	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200) - Datta Kadam)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A3BFDF	13	5/5/2011	13	120299.75	1	Application_Developers: Web App Programmer-Tareq Rabadi (FAIR - Web Application Programmer)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A2FF52	34	2/9/2011	34	480162.00	1	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200) - Datta Kadam)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A29608	3	9/6/2010	3	44040.00	1	Application_Developers: Application Developer Analyst (Application Developer Analyst)	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A23EF7	11	9/2/2010	11	143984.25	1	Enterprise Architecture:Application Architect-DK (Application Architect (Job#1220))	Prime
FLDOE	914 TURLINGTON BLDG TALLAHASSEE FL 323990400	A216F0	12	5/4/2010	12	724525.13	6	Management Consultant:Technical Advisor (Technical Advisor (Job # 5200)), DBA, BA, Developers, Network Storage Admin	Prime
1st District Court- Russ Vaughn	1st District Court Tallahassee FL 32399	1001	23	2/1/2010	23	$138,434.50	1	Enterprise Architecture:Information Architect (Information Architect services to develop and implement Sharepoint application at 1DCA	Sub
FLDOE	914 TURLINGTON BLDG	1002	10	10/1/2009	10	125007.50	1	Enterprise	Sub

	TALLAHASSEE FL 323990400							Architecture:Application Architect (App. Architect - Datta Kadam)	

Employment Procedures

3.　　　Provide an overview of the Vendor's process for selecting and providing candidates for IT Staff Augmentation Services.

ArnAmy, Inc. is a Florida Corporation headquartered in Tallahassee, FL.　We specialize in IT Staffing and Software Development services with proven track record in providing such services across three states Florida, Maryland, and Texas which covers Statewide State Agencies, and local Governments across these States.　We have been proving IT Staff Augmentation Services to State of Florida since over 14 plus years.

In our process of selecting and providing candidates for IT Staff Augmentation Services, we employ the following full-time roles:

1. Account Manager
2. Recruitment Director
3. Human Resources Director
4. Subject Matter Experts (Architect, Business/System Analyst, Project Manager)

Our Account Manager(s) are responsible for understanding client organizations including their needs, budgetary constraints, timelines, critical success factors, regulatory compliance, standards, and their work culture.　Account Manager(s) will also be continuously assessing the local, statewide, and overall industry market conditions.　Empowered with a comprehensive understanding of client's critical success factors, Account Manager will work with Recruitment Director to communicate and assign the staffing requirement to the recruiting team.　As needed, Account Manager will utilize technical SME's help in comprehending the requirement and hence enabling recruiting team in setting up a successful recruiting campaign.

ArnAmy recruiters have ample experience and relate to pre-screened partners, and several independent contractors.　They are empowered with modern recruiting tools, subscriptions of resume data banks, and leading job advertising portals.　In addition, they are well connected directly to the professional candidates via social media and messaging networks.　They maintain an up-to-date pre-screened talent pool.　They bring in the short-list of the thoroughly screened candidates to the Account Manager.　These candidates are screened to ensure they match to the requirements at hand and are interested to work at the client's location.　Besides, professional evaluation, they are subtly screened to ensure that they are an excellent cultural fit to the client's project organization.

Upon receiving the short list for a particular staffing position, the Account Manager, with the help of technical SMEs, will validate the candidate's strengths further to determine an absolute value-add proposition to our esteemed clients, and candidates directly or through sub-contracting vendors.　During these processes, we will ensure that we are able to interact the candidates either in-person or via video conferencing.　The resume, skills-matrix, and employment eligibility / authorization are also verified for the short-listed candidates.　Only rigorously screened candidates are submitted to the clients by the Account Manager. Account Managers will be assisting clients through their selection process and will coordinate the interviews of submitted candidates.　Once, the candidates are selected through the client's selection process, our HR Director will further ensure the required security or background checks.　The candidate references are checked at this time to ensure that there are no unknown risks.　The reference check can

also be done during our internal screening only if the candidates are okay to reach out to their references. Sometimes, the candidates will only allow reference checks after selection to avoid any disturbance at their current work location. The reference checks will be verified before extending the offer after the selection.

The following diagram describes the overview of our staffing resource management:
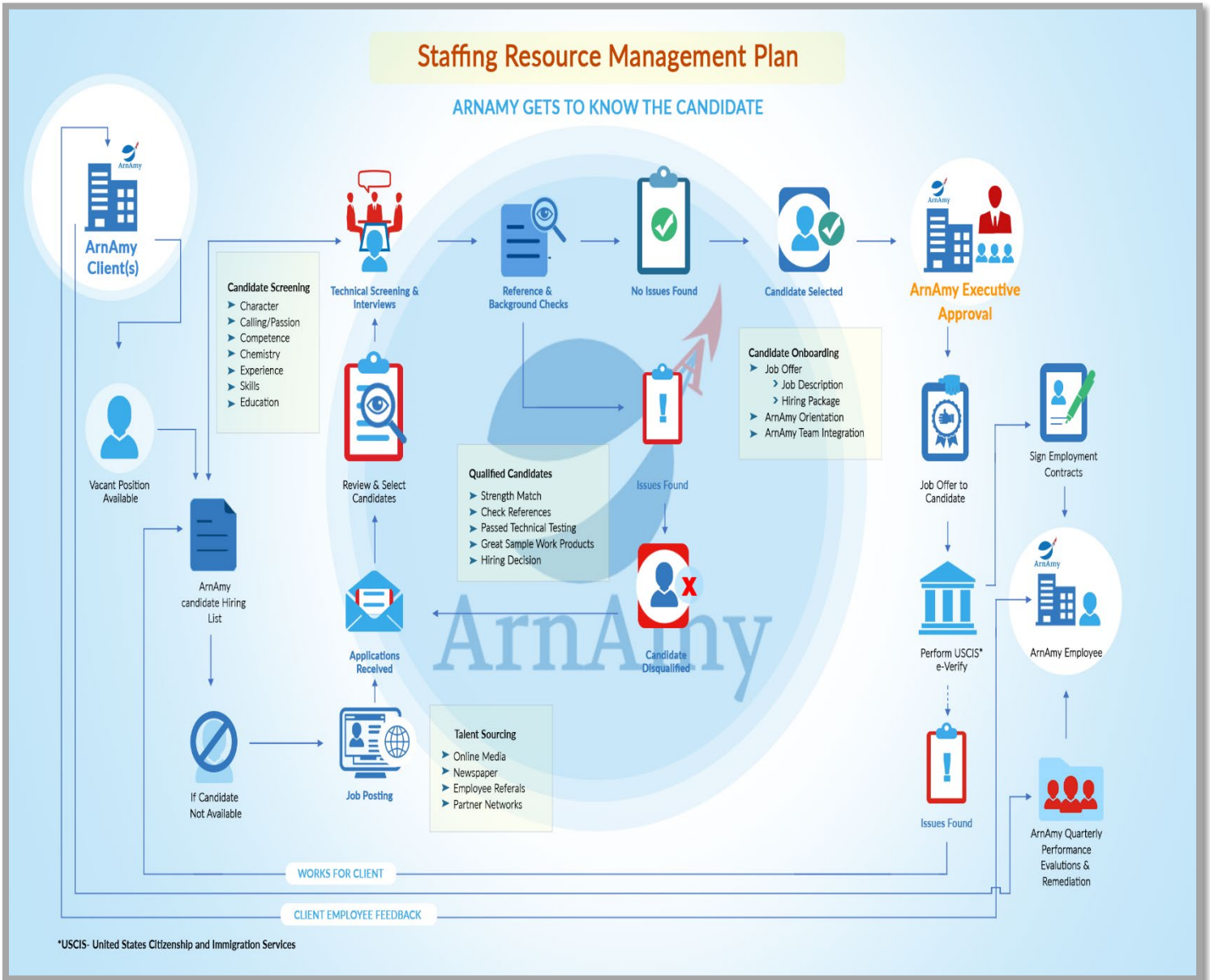
4.   Describe the Vendor's Operational Formula to ensure staffing availability for IT Staff Augmentation services.

Our operational formula is **WWW = CCC, i.e.** to find a **Win-Win-Win** situation to our **Clients-Company-Candidates**

ArnAmy, Inc IT Staffing Services are a core component of what we do. As a provider of these services for over 14 plus years, we have a proven track record, the abilities, knowledge, and sound processes in place to easily accomplish any level of Information Technology Staffing that may be required by the State of Florida.

Our established staffing process is coordinated by our lead Resource Specialist, this associate leads our team of resource specialists who will perform the following activities to accomplish the objectives of this task.

We build a pipeline of candidates suitable for various tasks and technologies. When a prospective client presents a requirement, we can quickly fill it from the ArnAmy resource bench, subcontractor pipeline, and/or pre-qualified associates eager to join the ArnAmy team. Building this pipeline includes several steps, all managed through an integrated recruiting system that coordinates our many resources within a common workflow.

4.7.1. Candidate Screening

We publicize potential and actual opportunities with our partners, incumbents (for referrals), and on several Internet sites. We pre-screen, interview, and test potential candidates to determine technical aptitude and behavioral fit. We also require proof of citizenship or valid work permit. Our screening process is summarized in a diagram below:
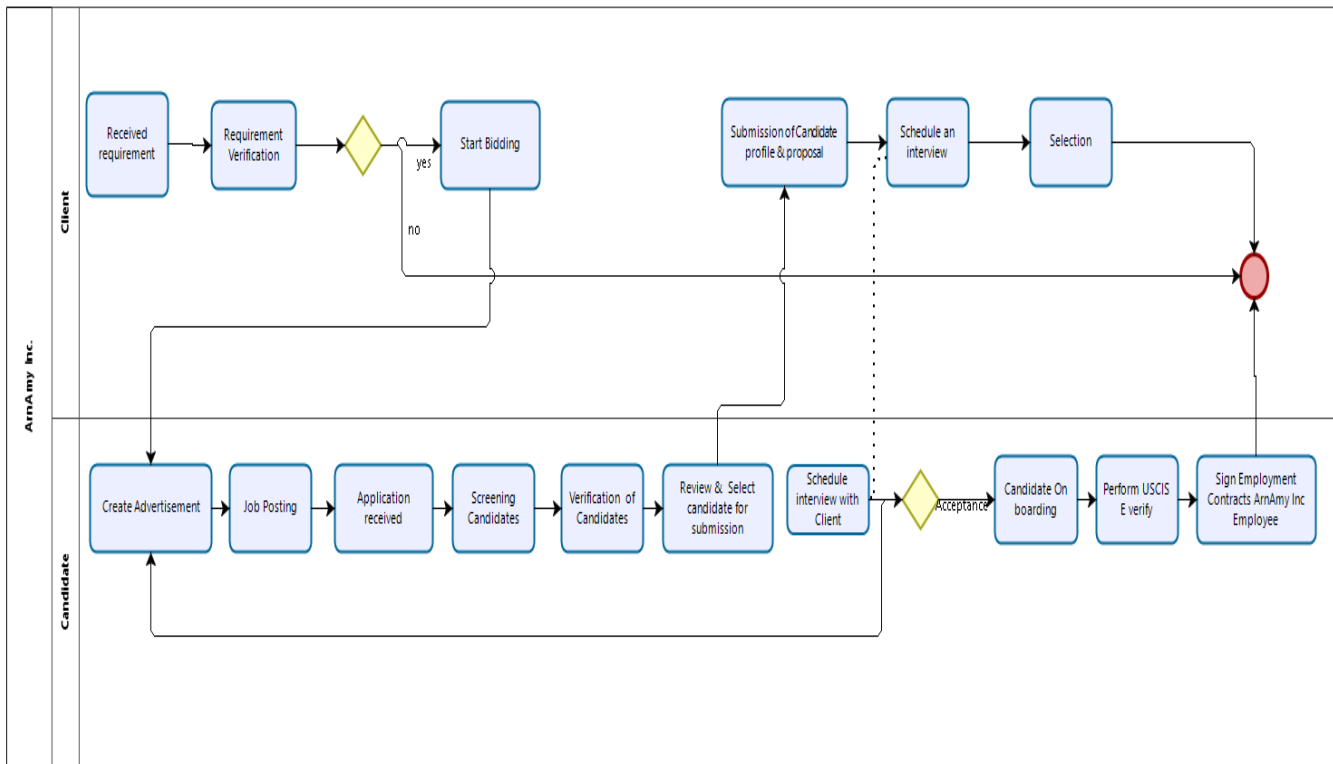

Figure 1: Candidate Screening Process

4.7.1. New Candidate Screening Process

NEW CANDIDATE SCREENING	
Initial Screening	Initial contact is made by phone. An ArnAmy recruiter determines if the candidate is viable based on the specifics of the talent requirement.
Behavioral Interview	ArnAmy recruiters ask open-ended, behavioral questions about past experiences and how the candidate handled various situations.
Technical Testing	We administer web-based, technical tests, such as BrainBench to assess the candidate against market standards, expected skills and experience.
Technical Interview	A senior ArnAmy associate, with relevant skills, will interview a candidate to gauge technical strength. We always follow-up with in-person or video conference interviews of short-listed candidates.
References	We contact three professional references to verify experience and performance levels.
Education Verification	We require our candidates to provide copies of transcripts and educational diplomas and certifications.
Background Checks	In most cases our associates are required to pass level 2 background screenings.
E-Verify	We utilize the Department of Homeland Security to verify candidate authorization to perform work in the United States.

Table 1: New Candidate Screening

Once a candidate has successfully passed this process and has been presented and accepted by the State of Florida, we'll conduct a law enforcement background screening and drug test to ensure that the State is receiving the best possible resource.

ArnAmy understands the importance of the ongoing professional development of our associates and its effect on our business. We continue to research and implement development programs that enable our associates to build successful careers at ArnAmy. Our resource development programs include numerous and flexible training opportunities, web-based education courses in Business & Professional Development or IT Software, and a personal development system initiated and maintained by both the associate and his/her manager. Selected associates are benefited from knowledge sharing from our core team members who have earned valuable institutional knowledge about different State Agencies IT standards, methodologies, and tool sets by implementing fixed priced solutions for those Agencies.

4.7.1. Qualifying Personnel

As a company with its roots in Staffing Services, ArnAmy recognizes that intellectual capital is the foundation of our success; as such, recruiting is valued as a core competency. Unlike most other companies, ArnAmy maintains and staffs an **internal recruiting organization with experienced, highly seasoned recruiters.** These recruiters combine multiple inputs and sources of information to determine whether an individual possesses claimed skills and whether they will be a good fit into the organization or for a client. A single source of information, such as a résumé or reference, is not enough; as such, our recruiters consider multiple factors to reach decisions about candidates.

Our recruiters are compensated based on the success of the applicant settling into the client's organization and becoming productive and effective. This shift of focus ensures the recruiter is attentive to whether the candidate has the necessary qualifications and temperament, and not just the right skill set.

We design and implement a recruiting strategy based on the specific needs of each client. The strategy includes the following key elements used to verify qualifications and a candidate's ability to perform:

- **Employee referrals** are an integral part of a successful recruiting program. ArnAmy has placed special emphasis on our referral initiative as a means of identifying high quality candidates. Employees put their credibility on the line when they recommend someone. Good employees recommend good people.

- **Discussions with Partners:** If ArnAmy finds it necessary to use a subcontractor, we conduct in-depth discussions with our partners to verify qualifications and obtain results of reference checks.

- **Initial Screen:** Typically, an ArnAmy recruiter will perform an initial telephone interview to determine a candidate's viability by using technology, industry specific questions based upon the client's skills requirements.

- **Behavioral Interview:** ArnAmy recruiters are trained to identify competencies essential to the requirement for which they are recruiting. We ask open-ended behavioral questions regarding past experiences and how various situations were handled.

- **Technical Testing:** For information technology related skill sets, we administer one or more (usually two) web based, technical tests. They are administered and used to assess the candidate against market standards, and customer fit.

- **Technical Interview:** A senior ArnAmy associate, with relevant subject matter expertise will perform additional interviews with a candidate to gauge technical fit. Often, at least one interview is in- person or via a videoconference. These interviews are very intensive and based on real-time scenarios or use cases. For certain positions, we have hands-on problem-solving challenges for candidates where their approach, efficiency, and ability are validated by our technical teams.

- **References:** We require each candidate provide a minimum of three professional references which we use to verify information learned during the recruiting process.

- **Sample Work Products:** Based upon the specific requirements of the role and function, we request sample work products which are then reviewed by experienced personnel and used during the interview process.

- **Security and Confidentiality:** In addition to any required State Department agency level agreements, our associates are bound by stringent rules regarding client information, security, access and non-disclose and are required to accept those conditions as part of the ArnAmy Employment Agreement or if subcontractor within the ArnAmy Master Service Agreement.

4.7.1. Reference & Education Checks

Reference checks are an essential component of our recruiting process and are performed at various stages of the employment process. Since candidates only list contacts that will say positive things, references are never taken in isolation and are be used in conjunction with other information. We also use our other connections from their past projects to check references.

When working with employment subcontracting companies (other staffing agencies), our agreement includes a requirement that references be checked for each candidate. In these situations, we will usually defer to the agency to perform initial checks in partnership with us. Our recruiters discuss the results of reference checks when the agency presents a candidate to us for consideration. If an individual is a candidate to become an ArnAmy associate, our senior recruiters, who are seasoned in assembling multiple inputs about a candidate, also contact some or all the references provided to verify experience.

When education and certification verification is required to determine the candidate's ability to perform a function, ArnAmy will validate any certificates held and their relevancy to the role.

4.7.1. Background Check

All applicants who receive a conditional offer of employment with ArnAmy are required to submit to a pre- employment criminal background screening and Social Security number verification. Applicants being hired into financial positions with high-level decision-making authority will be subject to a credit check as well.

Background screening is initiated after ArnAmy extends a conditional offer of employment to an applicant and it is accepted. ArnAmy's recruiting department is responsible for satisfying all documentation requirements prior to conducting a background screening on an applicant.

Required documentation includes:

- A Consumer Report Authorization form signed by the applicant
- A Consumer Report Disclosure form signed by the applicant
- A Summary of Rights Under the Fair Credit Reporting Act provided to the applicant

- Drug Screening: All candidates are required to successfully pass a drug-screening test before an offer of employment can be extended.

- Client-Specific Requirements: Where business circumstances necessitate, a job applicant may begin employment prior to ArnAmy obtaining background screening results. ArnAmy may require some applicants or associates to be subject to other types of pre-employment background screening in order to comply with specific state, federal, or customer requirements.

- E-Verify: We utilize the Department of Homeland Security's E-Verify to validate and verify candidate's authorization to perform work in the United States.

4.7.1. Orientation

ArnAmy provides incoming staff members with a comprehensive orientation on our company. If the employee will be working at a client site, we also include the role of our on-site account manager, an overview of the client, the project they are assigned to, and the environment they will be expected to work in. We also cover work requirements, time sheets, dress code, confidentiality agreements, Internet and property use as well as parking. In addition, we provide a map of the work location and surrounding area, identify points of interest, and introduce our programs about housing, internet-cable services, and banking options. If from another part of the country or the world, we try to link them up with others from the same area. The entire orientation is designed to make the associate feel "at home," in the area and allow them to quickly focus on the work assigned to them. Our orientation, together with our client's programs, allows new employees to adapt quickly.

4.7.1. Performance Evaluations and Performance Issue Remediation

ArnAmy's commitment to the development process begins with the Personal Development System (PDS) process. This process helps to ensure the success and growth of our associates and ArnAmy by defining performance requirements, coaching and mentoring, and providing a meaningful evaluation of associate performance. Associates are encouraged to work with managers to build career development plans (CDP) to help address skill and experience shortcomings. ArnAmy strongly believes that a meaningful PDS process that is supported by management and associates will significantly increase an associate's chances for career advancement at ArnAmy. ArnAmy encourages managers and associates to develop a professional relationship that enables both parties to work together to ensure the success of the associate and ArnAmy. Availability of these development opportunities may vary based on the needs and conditions of the business.

The Personal Development System (PDS) is ArnAmy's formal process for:

- Establishing the associate's work priorities based on ArnAmy's work priorities.
- Evaluating and communicating information about the associate's performance and business contributions
- Assisting our associates with their development planning efforts
- Identification and remediation of performance issues

There are four major components to our PDS Process, discussed below.

4.7.1. The Performance Plan

Performance Planning is the foundation of the PDS process. In this phase the manager establishes and communicates expectations to the associate. The purpose of the Performance Plan for the associate is to:

- Establish day-to-day responsibilities
- Identify ArnAmy business goals
- Communicate the performance criteria against which the associate will be evaluated
- Set priorities for the associate
- Align the associate's personal vectors with the vectors of the team and the business

The manager takes the associate through the Performance Planning process within 30 days of employment. Thereafter, the process is completed annually after the Performance Review, and whenever there is a major change to the associate's job responsibilities.

4.7.2. The Periodic Review

The Periodic Review is where the reviewer provides the associate with interim feedback as it relates to performance against the Performance Plan. The intent of the Periodic Review is to keep the lines of communication open between the associate and immediate manager. The purpose of the Periodic Review is to:

- Ensure no surprises
- Keep the associate's performance on track
- Reinforce positive performance
- Ensure that any poor performance is addressed

Associates receive at least one Periodic Review at six months of employment. Additionally, Periodic Reviews are recommended if the associate is having performance problems or being transferred to another manager.

4.7.3. The Annual Performance Review

The Performance Review is where the associate and reviewer formally evaluate performance in relationship to the Performance Plan. During this component of the process, the associate is required to complete a written evaluation of his or her own performance. The reviewer also completes a written evaluation of the associate's performance. Then the two meets to discuss performance and work through any differences of opinion. The purpose of the Performance Review is to:

- Provide a formalized mechanism for identifying the associate's contributions
- Serve as the primary determining factor for establishing a compensation increase
- Serve as a determining factor for identifying potential career opportunities
- Encourage continued performance
- Enhance associate's value to the team
- Identify associate's strengths
- Identify associate's developmental needs
- The Performance Review is held annually. It is tied to the associate's date of hire or promotion date.

4.8. The Development Plan

Development Planning is where the associate and the reviewer discuss and plan for the associate's growth. While the reviewer needs to be actively involved in the Development Planning process, the associate ultimately owns this part of the process. The purpose of the Development Plan is to:

- Identify and discuss the associate's strengths, preferences and needs
- Identify ways to help increase the associate's value to the company
- Define tasks that build upon the associate's strengths and address weaknesses
- Assist the associate with personal and professional growth
- Prepare the associate for increased responsibility
- Align the associate's vectors with business vectors

On an annual basis, the associate is responsible for working with the reviewer to establish a Development Plan. For the planning process to be successful, it is important that the associate execute the plan. This execution requires the associate to review and modify the plan regularly throughout the year.

4.9. Affirmative Action Statement

To affirm and formalize our commitment to the principle of equal employment opportunity, ArnAmy has established an Affirmative Action Program.

Our company policy is to ensure equal employment opportunity for all associates. While this policy cannot be considered an employment contract between ArnAmy and its associates, we view the principle of equal employment opportunity as a vital element in the employment process and a hallmark of good management.

In developing our Affirmative Action Program, we commit ourselves to:

- Recruiting, hiring, training, and promoting persons in all job classifications without regard to race, color, religion, sex, national origin, handicap, veteran status, or any other non-job-related characteristic.
- Ensuring that promotion decisions are in accordance with equal employment requirements by imposing only valid, job-related requirements for promotional opportunities.
- Ensuring that all personnel actions relating to compensation, benefits, transfers, terminations, training, and education are administered in a nondiscriminatory manner.

4.10. Equal Employment Opportunity

To ensure equal employment and advancement opportunities to all associates, employment decisions at ArnAmy will be based on merit, qualifications, and abilities. ArnAmy does not discriminate in employment opportunities or practices based on race, color, religion, sex, national origin, age, or any other characteristic protected by law.

This policy governs all aspects of employment within ArnAmy, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

An associate with questions or concerns about discrimination in the workplace should bring these issues to the attention of their manager or any senior manager within ArnAmy's Leadership Team. ArnAmy's Open Door Policy provides each associate the opportunity to raise questions or concerns without fear of reprisal. Any associate engaging in unlawful discrimination will be subject to disciplinary action.

4.11. Sexual & Other Harassment

Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. Any infraction of this policy is a serious violation and will result in disciplinary action

5. Describe the Vendor's screening standards for candidates for IT Staff Augmentation services, including how the Vendor ensures that candidates meet or exceed the performance standards for the Job Title Description and Request for Quote criteria (post Contract execution).

As mentioned earlier, the comprehensive understanding of client's staffing requirements, their timeline, and budgetary constraints is very important to our Account Managers. We start with creating proper job description (JD) which reflects the clear definitions as per exhibit J and accommodates any specific requirements for client's project at hand. We build the skills matrix to quantify the experience and the level of expertise for individual skills. In the early screening stages the JD & the skills matrix is provided to the prospective candidates. In our first interview with the candidate (whether they are internal from our own bench or if they are being sourced through our talent pool, partners, or from the market), we ensure that the candidate has a proper understanding of the client's requirement, the project site, the organization culture, timelines, etc.

Once, the candidate has affirmed the proper understanding and has shown interest in it, then we will further start screening to determine and validate the match as per the skills matrix and the resume provided by the candidate. As we work on building short-list, the SMEs will be involved in assisting the recruiters to validate the self-rated skills versus SME's technical interview evaluation with the candidate.

It is our standard that we expect the high threshold of 90+ % of match of technical skills/expertise and higher than 90% of technical aptitude to qualify the candidate into our short-list. Further, HR will evaluate candidate to assess the professionalism (includes teaming & interpersonal skills) and the cultural fit. The HR screening will include the attitude assessment to ensure the candidates are adaptable and willing to accept everchanging project challenges throughout the project/contract lifecycle.

6.   Describe the Vendor's process for selecting and interviewing candidates for IT Staff Augmentation services.

The above-mentioned diagrams, tables, and narration has answered most of the candidate selecting and interviewing processes. We employ multi-step approach in these processes. Starting with the resume of the candidate, we carefully assess the prospect to match to the requirements with likelihood of meeting our internal and client's expected standards. We consider the interview is a meaningful dialogue between our team members and the candidates and their managers. We emphasize the clear communication and clear understanding of the technical, non-technical, operational, and geographical requirements as per the client's needs.   We ask direct questions to assess the candidate's interest, and expertise, but we also, throughout the process, keeping looking for subtle factors such as motivation of the candidates, their other efforts for other placements, and we try to arrive the best judgement of their commitment to the client's project at hand.

We constantly assess telephonic communication skills, the written skills through email communication and sometimes via written tests, or by verifying their past work products wherever possible. We make sure we see the candidate face-to-face whether in-person (if possible) or via video conferencing. We screen several resumes, and at least 10 times of the candidate in initial interviews and build a short list of about 3 candidates for one position. We then create internal ranking based on the overall value to our client. We require our candidates to give us the exclusive right to represent for the position at hand, and then we submit our top-ranked candidate(s) to our client's requirement.

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.

In our process of selecting and providing candidates for IT Staff Augmentation Services, we employ the following full-time roles:
1. Account Manager
2. Recruitment Director
3. Human Resources Director
4. Subject Matter Experts (Architect, Business/System Analyst, Project Manager)
   Our Account Manager(s) are responsible for understanding client organizations including their needs, budgetary constraints, timelines, critical success factors, regulatory compliance, standards, and their work culture. Account Manager(s) will also be continuously assessing the local, statewide, and overall industry market conditions.   Empowered with a comprehensive understanding of client's critical success factors, Account Manager will work with Recruitment Director to communicate and assign the staffing requirement to the recruiting team. As needed, Account Manager will utilize technical SME's help in comprehending the requirement and hence enabling recruiting team in setting up a successful recruiting campaign.

ArnAmy recruiters have ample experience and relate to pre-screened partners, and several independent contractors. They are empowered with modern recruiting tools, subscriptions of resume data banks, and leading job advertising portals. In addition, they are well connected directly to the professional candidates via social media and messaging networks. They maintain an up-to-date pre-screened talent pool. They bring in the short-list of the thoroughly screened candidates to the Account Manager. These candidates are screened to ensure they match to the requirements at hand and are interested to work at the client's location. Besides, professional evaluation, they are subtly screened to ensure that they are an excellent cultural fit to the client's project organization.

Upon receiving the short list for a particular staffing position, the Account Manager, with the help of technical SMEs, will validate the candidate's strengths further to determine an absolute value-add proposition to our esteemed clients, and candidates directly or through sub-contracting vendors. During these processes, we will ensure that we are able to interact the candidates either in-person or via video conferencing. The resume, skills-matrix, and employment eligibility / authorization is also verified for the short-listed candidates. Only rigorously screened candidates are submitted to the clients by the Account Manager. Account Managers will be assisting clients through their selection process and will coordinate the interviews of submitted candidates. Once, the candidates are selected through the client's selection process, our HR Director will further ensure the required security or background checks. The candidate references are checked at this time to ensure that there are no unknown risks. The reference check can also be done during our internal screening only if the candidates are okay to reach out to their references. Sometimes, the candidates will only allow reference checks after selection to avoid any disturbance at their current work location.

8.   Provide the Vendor's interview criteria for candidates for IT Staff Augmentation services.

Once, the candidate has affirmed the proper understanding and has shown interest in the position at hand, then we will further start screening to determine and validate the match as per the skills matrix and the resume provided by the candidate. As we work on building short-list, the SMEs will be involved in assisting the recruiters to validate the self-rated skills versus SME's technical interview evaluation with the candidate.

It is our standard that we expect the high threshold of 90+ % of match of technical skills/expertise and higher than 90% of technical aptitude to qualify the candidate into our short-list. Further, HR will evaluate candidate to assess the professionalism (includes teaming & interpersonal skills) and the cultural fit. The HR screening will include the attitude assessment to ensure the candidates are adaptable and willing to accept everchanging project challenges throughout the project/contract lifecycle.

Our criterion at high level is to ensure 90% of match of technical expertise / aptitude, and almost close to 100% attitude match to be in the client's organization to ensure the professional commitment to the client's project goals.

9.   Describe how the Vendor validates the information contained within resumes, including but not limited to, the validation of education, experience, licensure, and certification.

The information contained in the resume is validated through initial screening, technical interview, and if needed a technical assessment is provided to the candidate. The candidate may be asked to produce the work products (in the form of redacted documentation or a working demo) from the experience if possible. While technical screening, the candidate is provided with at least three levels of questions about the skill listed in the resume and is of prime interest to the requirement. This enables our SMEs to determine the skill level based on the interview discussion.

In our process, we mandate to verify employment eligibility and work authorizations, and we will ask the candidates to submit the copies of work permits, and educational qualifications, any industry certifications, or licenses. In the case of certification and licenses, we will also verify those online with respective providers/authorities.

10.   Describe how the Vendor conducts reference checks.

Candidate reference checks are very important aspect in our screening process. However, we delay the reference checks until we are optimistic of the candidates being successful through our short-list and ready for submission. Sometimes, the candidate would like us to check the references only if we are ready to make an offer. We will have the reference checks done prior to extending any offer to the candidates. Sometimes, if we have our connections, we will do reference checks from other known personnel which were not listed by the candidate as their reference. We also insist the listed references be the mix of peers, managers/supervisors, or executives wherever it is possible.

11.   Describe how the Vendor will implement and administer the distribution and completion of the required Attachment F, Resume Self-Certification Form for candidates.

In our practice we carefully read the resume, then we validate the resume through technical screening, and then we present the combined PDF file which contains the resume, skills-matrix, the resume certification form (Contract Exhibit F), and the right to represent (RTR) form for digital signature of the candidate via an already verified email address. This process helps us in ensuring the integrity of submission package.

12.   Describe how the Vendor determines whether a qualified candidate is suitable for a Customer.

Our qualifying process has in-built checks from early stages of the screening process. The short-listed candidates will be further scrutinized for the right levels of expertise includes technical as well as functional domains. We use the internal ranking schemes for the short-listed candidates (generally 3 for one position). In ranking we score using technical skills, interpersonal and teaming skills, the industry/domain experience, the motivation of the candidate to the location and the project requirements. The overall score gives us the ranking, and we submit the top-most candidate, while ensuring the any candidate from our shortlist will be able to meet the staffing requirements. The candidates are kept informed throughout the process, and after submission. The qualified, but not

submitted candidates are added to our pre-screened list for their appropriate skills. They are also preferred in the event we need any contingencies.

13. Describe the Vendor's procedures for addressing and remedying performance issues for Staff placed pursuant to a Request for Quote.

We believe in being proactive to avoid any performance issues at all. However, if any such issue comes, we try to understand the root cause and communicate with the candidate and the client. We determine the possible and acceptable remedy to our clients. The remedying may involve some learning curve and the resources may be provided to help the candidate without incurring any cost to the client. Sometimes, the client's expectation of improved quality and grade of deliverables will be communicated to the candidate and will be checked at certain intervals. We will have quarterly feedback from the client supervisors, and we can increase the frequency if needed. In the event, the candidate's situation, or an attitude has changed for some reason and if it is determined that it will not add a value to client's project(s), then an equivalent or stronger replacement candidate is proposed without incurring any additional cost to the client.

14. Describe the Vendor's ability to ensure its employees, subcontractors, and Staff protect information deemed as confidential or trade secret.

The information security and intellectual property is very important to us in our Company. We are being the software development company, we understand, how important it is to our clients to protect their IP and IT assets. This reflects in our candidate screening process right from the beginning. This is a priority that candidate has proven industry experience and adheres to highest level of professionalism and the operational conduct when it comes information security and confidential trade secrets. This is also documented in our employment contracts, and contracts with subcontractor's corporations, as well as contracts with third-party independent candidates.

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.

The background checks of the selected candidates are mandatory before we extend any offer to the candidate. If any job specific level of security or background checks are needed by the client, then we follow the client's preferred or designated processes. Otherwise, we use the reputed third-party services to get this information to us I the timely manner. The candidate will provide their consent to us before we proceed with such background checks.

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

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- Education
- Credentials and certifications
- Job title
- Years of IT Experience, and
- Number of years employed with the Vendor

Name	Education	Credentials/Certifications	Job Title	IT Experience	# Years employed with ArnAmy
Datta Kadam	MS - Computer Science	PMP, Certified Enterprise Architect	CEO	25 Years	16 years

17.   Describe the role each Principal Personnel will have in the Contract.

    Mr. Datta Kadam will be ArnAmy's Contract Manager and will oversee all aspects of staffing processes and contracts with State Agencies, Candidates, and Subcontractors.

18.   Describe each Principal Personnel's staffing resource management role in past IT Staff Augmentation Services contracts.

    Mr. Datta Kadam has firsthand experience of working as contracting personnel with State of Florida since March 2003. He is very well versed with FL State Term Contracts and in particularly, has dealt on behalf of ArnAmy with IT Staff Augmentation contracts since 2007.

19.   Detail any unique expertise and capabilities each Principal Personnel possess that could bring additional value to a Customer.

The following compact narration details Mr. Kadam's unique expertise and capabilities. Mr. Kadam is known as a though-leader by industry peers and has deemed a trusted advisor by the State clients. With hands on expertise as Solutions Architect, and Certified project manager, he is very dependable IT Strategy and Solutions consultant. Among few of his accomplishments, he was involved in rescuing critical statewide implementation of FAIR, modernizing Teacher Certification Systems, and building Direct Certification System from the scratch.   He is leading ArnAmy since its inception and he brings immense value to the State of Florida.

Datta Kadam, M.S. (Computer Science), PMP, Certified Enterprise Architect

Founder & CEO of ArnAmy, Inc.

Dynamic and versatile information technology leader with 22+ years of hands-on technical expertise gained from roles such as a programmer, systems analyst, application architect, project manager, solutions architect, enterprise architect, & IT executive. Combine astute strategic, business, and technical skills with stellar track record of hundred percent successful projects. Progressive, decisive, and innovative, highly valued for expertise interpreting enterprise vision, and strategy, translating objectives into actionable plans, and providing decisive leadership to multi-functional, cross-cultural teams. Core competencies include:

➡ Business Leadership ➡ Technical Leadership➡ Enterprise Architect➡ Program Management

EXECUTIVE HIGHLIGHTS

- ✓ Founded ArnAmy, Inc. and successfully leading award-winning IT solutions firm.
- ✓ Successfully led and turned around several ailing large scale, mission critical IT projects.
- ✓ Expertise in determining value propositions and energizing team of IT professionals to bring up effective, efficient, and economic solutions to the customers.

CAREER CHRONOLOGY

ArnAmy, Inc., Tallahassee, FL   2007 to Present

Founder & CEO

- ✓ Organizational Planning and Operations: maximizing organizations operating performance.
- ✓ Finance & Administration: sound financial management, increase revenues, & decrease costs.

- ✓ Information Technology: directing information technology consulting and software development.
- ✓ Human Resources: maintaining fair work environment and ensuring sound policies and processes are in place.
- ✓ Business Leadership: strategic business development, and sales innovations.
- ✓ Technical Leadership: researching and developing innovative architectural patterns, software libraries, and product innovations.

Consulting Enterprise Architect
- ✓ Defining organizational DNA through a set of independent, non-redundant artifacts.
- ✓ Developing implementation models defining interrelationship between artifacts.
- ✓ Developing a set of prioritized initiatives through creation of series of engineered models and project initiatives.
- ✓ Design, develop, and deploy highly scalable and easily maintainable enterprise technology solutions.

Multiple Companies   Before 2007
Since 1996 served as Solutions Architect, Application Architect, IT Manager, Software Engineer, Programmer, and Assistant Manager (Systems) in various global private/public sector companies. ACRO Service Corporation's 2006 Employee of the year. ACRO's nominee of All American Staffing Employers Association.

EDUCATION & CERTIFICATIONS

Certification course in "Leading Professional Services Firm", *Harvard Executive Business School*	2015
M.S. Computer Science, *University of Mumbai, India*	1996
M.A.S.A (master's in advanced software applications), *Sharq Technologies, India*	1995
B.S. Physics, *Shivaji University, India*	1994
PMP (Project Management Professional), *Project Management Institute*	2006
Certified Enterprise Architect, *Enterprise Architecture of Center of Excellence*	2010