



**GSA FEDERAL SUPPLY SCHEDULE  
WORLDWIDE FEDERAL SUPPLY SCHEDULE CONTRACT  
HUMAN CAPITAL MANAGEMENT AND ADMINISTRATIVE SUPPORT SERVICES  
(738X)**

**GENERAL SERVICES ADMINISTRATION**

**SPECIAL ITEM NUMBER SERVICES**

**595-11** Ancillary Services

**595-21** Agency Human Capital Strategy, Policy & Operational Planning

**595-25** EEO Investigations & Training

**595-27** Pre-Employment Screening/Background Investigations

**595-28** Social Services: EAP, Veterans Readjustment & Behavioral Health Services

**The Ravens Group, Inc.**

**4640 Forbes Boulevard, Suite 300 • Lanham, MD 20706**

**Telephone: (301) 577-8585 • Fax: (301) 577-9097**

**<http://www.theravensgroup.com>**

**Contract Number: GS-02F-0119Y**

**Contract Period: April 12, 2017 through April 11, 2022  
(with 2 five-year option periods)**

**Cage Code 1YKK9**

## **ABOUT THE RAVENS GROUP**

The Ravens Group is an ISO9001:2008 certified, CVE-verified Service Disabled Veteran Owned Small Business (SDVOSB), founded in 2001. For over a decade, The Ravens Group has provided Federal Government agencies with a fully integrated approach to management services. The Ravens Group consistently exceeds client expectations by providing a comprehensive suite of best value services. The winning combination of talented, dedicated personnel, outstanding past performances and the flexibility to adapt to all aspects of the task has earned The Ravens Group continued business with Federal, state and local government agencies, major defense contractors, and other commercial enterprises. The Ravens Group offers comprehensive resource management services that integrate people, processes and technology. The Ravens Group staff (both corporate and contract) offer a depth and breadth of experience that regularly surpasses our clients' expectations.

## **GOODS AND SERVICES**

**X 595-11 Human Ancillary Services**

**X 595-21 Agency Human Capital Strategy, Policy & Operational Planning)**

**X 595-25 EEO Investigations & Training**

**X 595-27 Pre-Employment Screening/Background Investigations**

**X 595-28 Social Services: EAP, Veterans Readjustment & Behavioral Health Services**

**TERMS AND CONDITIONS**

- 1. Training course descriptions

See Included List

- 2. Task orders issued under this FSS schedule may require other direct costs necessary to perform labor services and other work requirements, e.g. travel expenses, which will be negotiated at the time of task order issuance.

- 3. Maximum order: The Contractor is not obligated to honor any order for a combination of items in excess of these amounts:

<u>ITEM NUMBER/SIN</u>	<u>MAXIMUM ORDER</u>
All SINS	\$1,000,000.00

- 4. Minimum order: The minimum dollar value of orders to be issued is \$ 300.00.

- 5. Geographic coverage (delivery area):

*Domestic delivery* is delivery within the 50 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. Territories. Domestic delivery also includes a port or consolidation point, within the aforementioned areas, for orders received from overseas activities.

*Overseas delivery* is delivery to points outside of the 48 contiguous states, Washington, DC, Alaska, Hawaii, Puerto Rico, and U.S. Territories.

Offerors are requested to check one of the following boxes:

- The Geographic Scope of Contract will be domestic and overseas delivery.
- The Geographic Scope of Contract will be overseas delivery only.
- The Geographic Scope of Contract will be domestic delivery only.

- 6. Point of production: N/A

- 7. Discount from list prices or statement of net price: N/A

- 8. Quantity discounts: Volume discount of 2% on orders \$1,000,000.00 or more/year.

- 9. Prompt payment terms: Net 30 Days

10. Notification that Government purchase cards are accepted at or below the micro-purchase threshold and at or above the micro-purchase threshold:  
  
Credit cards will be acceptable for payments below the micro-purchase threshold.  
  
Credit cards will not be acceptable for payments above the micro-purchase threshold.
11. Foreign items (list items by country of origin): None
- 12a. Time of delivery: Specified on the task order
- 12b. Expedited Delivery: N/A
- 12c. Overnight and 2-day delivery: N/A
- 12d. Urgent Requirements: Agencies can contact the Contractor's representative to affect a faster delivery. Customers are encouraged to contact the contractor for the purpose of requesting accelerated delivery.
13. F.O.B. point: Destination
- 14a. Ordering address: 4640 Forbes Blvd, Suite 300, Lanham, MD 20706
- 14b. Ordering information telephone number: 301-577-8585
- 14c. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage ([fss.gsa.gov/schedules](http://fss.gsa.gov/schedules)).
15. Payment address: 4640 Forbes Blvd, Suite 300, Lanham, MD 20706
16. Warranty provision: Contractor's standard commercial warranty
17. Export packing charges: N/A
18. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): The Ravens Group will negotiate acceptance of Government purchase cards for orders that exceed the micro-purchase threshold on a delivery order basis.
19. Terms and conditions of rental, maintenance, and repair: N/A
20. Terms and conditions of installation: N/A
- 21a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: N/A

- 21b. Terms and conditions for any other services: N/A
- 22. List of service and distribution points: N/A
- 23. List of participating dealers: N/A
- 24. Preventive maintenance: N/A
- 25a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A
- 25b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: [www.Section508.gov/](http://www.Section508.gov/): N/A
- 26. Data Universal Number System (DUNS) number: 01-3778225
- 27. Contractor's Taxpayer Identification Number (TIN): 20-4053777
- 28. Notification regarding registration in System for Awards Management (SAM) database:

Contractor has registered with the System for Awards Management (SAM) Database.

## **SERVICE LISTINGS**

### **595-11 Ancillary Services**

- Professional and General clerical and administrative support services that complement all other HR SINs

### **595-21 Agency Human Capital Strategy, Policy, and Operational Planning**

- Workforce Planning
- Human Capital Strategy
- Organization Design and Position Classification
- Diversity and Inclusion
- Employee Engagement and Communications
- Organizational Development (Optimization)

### **595-25 EEO Investigations & Training**

- Investigation of Discrimination Complaints
- Preparation of Reports of Investigation
- Preparation of an Analysis and Recommended Final Agency Decision (FAD) in Discrimination Complaints, Inquiry, Resolution Attempt
- Preparation of an Analysis and Recommended Final Agency Decision (FAD) on Allegations of Noncompliance With Settlement Agreements or Final Decisions
- Resolution Attempt and Report of Inquiry Regarding Notices of Intent to Sue under Age Discrimination in Employment Act of 1967, as Amended
- Alternative Dispute Resolution
- Reference Materials relating to equal opportunity programs
- EEO Training and Consulting
- EEO Counseling (Individual and Class Complaint)

### **595-27 Pre-Employment Screening/Background Investigations**

- Pre-employment background investigations for persons seeking Federal Government employment
- Pre-employment Screening Support
- Background checks for potential or existing employees in accordance with applicable Federal, State and local regulations
- Verification of previous employers
- Salary Histories
- Criminal Records Checks
- Education Verification
- Credit History Checks

## **595-28 Social Services: EAP, Veterans Readjustment & Behavioral Health Services**

- Employee Assistance
- Social and Behavioral Health Counseling
- Readjustment Services
- Vocational and Psychosocial Rehabilitation
- Physical/occupational/Educational Therapy and Outpatient Recovery
- Personal and Family Support
- Wellness Coaching
- Educational and Public Health Program Administration
- Employment Service Registries
- Benefit Compensation Consultation
- Individual and Family Personal and Financial Enhancement
- Case Management Support Services
- Behavioral Health Support Services
- Assessment Services
- Rehabilitation Support Services
- Telehealth Services

## **LABOR CATEGORY DESCRIPTIONS**

### **ADMINISTRATIVE ASSISTANT**

In addition to secretarial duties (filing, taking phone calls, scheduling appointments, making travel arrangements), this position will provide administrative support to executive staff with office management responsibilities to include budgeting, personnel records and payroll. The Administrative Assistant may be required to work independently on projects requiring research and preparation of briefing charts and other presentation materials. Associate's Degree, 2-4 years experience.

### **COURT REPORTER**

Records examination, testimony, judicial opinions, judge's charge to jury, judgment, or sentence of court, or other proceedings in court of law by manual or machine shorthand. Reads portions of transcript during trial on judge's request, and asks speakers to clarify inaudible statements. Transcribes recorded material, using typewriter, or dictates material into recording machine. Associate's Degree and training program certificate, 2-4 years experience.

### **GENERAL CLERK I**

This position follows clearly detailed specific procedures in completing several repetitive clerical steps performed in a prescribed or slightly varied sequence, such as coding and filing documents in an extensive alphabetical file; could involve simple posting to individual accounts, opening mail, calculating and posting charges to departmental accounts, operating basic office equipment, e.g., photocopier, facsimile, multi-line phone/voicemail systems, mailing machines, and minimal computer programs. Little or

no subject-matter knowledge is required, but the clerk uses his or her own judgment in choosing the proper procedure for each task. HS Diploma, 0-2 years experience.

### **GENERAL CLERK II**

This position requires familiarity with the terminology of the office unit. The General Clerk selects appropriate methods from a wide variety of procedures or makes simple adaptations and interpretations of a limited number of substantive guides and manuals. The clerical steps often vary in type or sequence, depending on the task. Recognized problems are referred to others. HS Diploma, 2-4 years experience.

### **GENERAL CLERK III**

This position uses some subject-matter knowledge and judgment to complete assignments consisting of numerous steps varying in nature and sequence. The General Clerk III selects from alternative methods and refers problems not solvable by adapting or interpreting substantive guides, manuals, or procedures. Typical duties include: assisting in a variety of administrative matters; maintaining a wide variety of financial or other records (stored both manually and electronically); verifying statistical reports for accuracy and completeness; compiling information; and handling and adjusting complaints. HS Diploma, at least 5 years experience.

### **HOUSING REFERRAL ASSISTANT**

Provides housing information to an organization's employees moving to a new location. Contacts individuals or organizations such as landlords, real estate agents, mobile home dealers, trailer court managers, and Chambers of Commerce by phone and correspondence to obtain listings of rental or sale properties, possible future prospects of housing, and to develop a working relationship with the housing referral service. Compiles listings of houses, apartments, and mobile homes which may be rented and properties which may be purchased. Periodically, communicates with contacts to update listings. Ensures that property owners are in compliance with nondiscrimination policy. Counsels applicants with regard to special circumstances, e.g., medical or financial hardships, and availability of housing that will meet applicants' needs. Provides information regarding community services, e.g., schools, churches, transportation, hospitals, motels, and job information centers. Searches files, places telephone calls, and makes referrals. Furnishes information to inquirers interested in home purchase regarding locations, owners, agents, price ranges, loans and other related information. Maintains daily records of office activities, including number of applicants, number placed, and agents solicited or listed. Schedules appointments for housing inspectors. Prepares reports, as required, and replies to complaints, investigations, and letters of inquiry. High school/vocational school diploma or GED certificate, 2-4 years experience.

### **HUMAN RESOURCES ASSISTANT I**

This position performs a variety of tasks including, but not limited to, clerical and secretarial duties. The work is under general supervision of higher-level personnel in preparation of various human resource tasks throughout compensation, benefits, staffing/employment, EEO procedures and policy administration. The Personnel



Assistant I is expected to exercise discretion at all times; limited judgment may be necessary at times. This assistant may be required to operate general office equipment such as: typewriter, personal computer, copier, adding machine, and facsimile. Associate's Degree, 0-2 years experience.

### **HUMAN RESOURCES ASSISTANT II**

This position serves as a clerical expert in independently processing the most complicated types of personnel actions, e.g., temporary employment, rehires, and dismissals. In this position, one may perform tasks beyond routine clerical such as: pre-employment drug screening and new hire orientation, responding to routine questions on policy and procedures, and/or provide reports on employee turnover or time and attendance. This assistant may be asked to evaluate and consolidate information from various sources under short deadlines, such as internal or external survey information, reporting on company employment statistics (retention, equal opportunity reporting, etc). The Personnel Assistant II may provide guidance to lower level Personnel Assistants. This level requires extensive knowledge of various office software packages. Guidance is provided as needed. Completed written work receives close technical review from higher-level personnel office employees. Work may be checked occasionally. Associate's Degree, 2-4 years experience.

### **HUMAN RESOURCES ASSISTANT III**

This position performs work in support of human resource professionals that requires a good working knowledge of personnel procedures, guides, and precedents. Job tasks may include interviewing applicants, obtaining references, and recommending placement in a well-defined occupation. At this level, assistants typically have a range of personal contacts within and outside the organization, in addition to handling employee-sensitive material. Therefore, the Assistant must be tactful, discrete, and articulate. This Assistant may be involved in identifying potential issues and grievance procedures, in addition to documenting necessary information to avoid company threat. The Personnel Assistant III may make recommendations to human resource professionals on job classification, wage rates, and employee salaries. The use of computers may be relied on heavily for organizational and reporting purposes. Advanced experience with office software packages may be needed. This Assistant may perform some clerical work in addition to the above duties. Supervisor will review completed work against stated objectives. Associate's Degree, at least 5 years experience.

### **SECRETARY\* (Occupational Base)**

This position provides principal secretarial support in an office, usually to one individual, and, in some cases, to the subordinate staff of that individual. The Secretary maintains a close and highly responsive relationship to the day-to-day activities of the supervisor and staff, works fairly independently receiving a minimum of detailed supervision and guidance, and performs various clerical and secretarial duties requiring knowledge of office routine and an understanding of the organization, programs, and procedures related to the work of the office. Computers may exist in the environment, requiring working knowledge of certain office software programs.

## **Classification by Level**

Secretary jobs that meet the required characteristics are matched at one of three levels according to two factors: (a) level of the secretary's supervisor within the overall organizational structure, and (b) level of the secretary's responsibility. The table following the explanations of these factors indicates the level of the secretary for each combination of factors.

### **Level of Secretary's Supervisor (LS)**

Secretaries should be matched with one of the three LS levels below that best describes the organization of the secretary's supervisor.

- LS-1 Organizational structure is not complex and internal procedures and administrative controls are simple and informal; supervisor directs staff through face-to-face meetings. HS Diploma, 0-2 years experience.
- LS-2 Organizational structure is complex and is divided into subordinate groups that usually differ from each other as to subject matter, function, etc. Supervisor usually directs staff through intermediate supervisors. Internal procedures and administrative controls are formal. An entire organization (e.g., division, subsidiary, or parent organization) may contain a variety of subordinate groups that meet the LS-2 definition. Therefore, it is not unusual for one LS-2 supervisor to report to another LS-2 supervisor. HS Diploma, 2-4 years experience.

The presence of subordinate supervisors does not by itself, mean LS-2 applies. For example, a clerical processing organization divided into several units, each performing very similar work, is placed in LS-1.

In smaller organizations or industries such as retail trades, with relatively few organizational levels, the supervisor may have an impact on the policies and major programs of the entire organization, and may deal with important outside contacts as described in LS-3.

- LS-3 Organizational structure is divided into two or more subordinate supervisory levels (of which at least one is a managerial level) with several subdivisions at each level. Executive's program(s) are usually interlocked on a direct and continuing basis with other major organizational segments, requiring constant attention to extensive formal coordination, clearances, and procedural controls. Executive typically has: financial decision-making authority for assigned program(s); considerable impact on the entire organization's financial position or image; and responsibility for, or has staff specialists in such areas as, personnel and administration for assigned organization. Executive plays an important role in determining the policies and major programs of the entire organization, and spends considerable time dealing with outside parties actively interested in assigned program(s)

and current or controversial issues. HS Diploma, at least 5 years experience.

### **Level of Secretary's Responsibility (LR)**

This factor evaluates the nature of the work relationship between the secretary and the supervisor or staff, and the extent to which the secretary is expected to exercise initiative and judgment. Secretaries should be matched at the level best describing their level of responsibility. When a position's duties span more than one LR level, the introductory paragraph at the beginning of each LR level should be used to determine which of the levels best matches the position. (Typically, secretaries performing at the higher levels of responsibility also perform duties described at the lower levels.)

LR-1 Carries out recurring office procedures independently, and selects the guideline or reference that fits the specific case. The supervisor provides specific instructions on new assignments and checks completed work for accuracy. The LR-1 performs varied duties including or comparable to the following:

- a. Respond to routine telephone requests that have standard answers; refer calls and visitors to appropriate staff. Control mail and assure timely staff response, and send form letters;
- b. As instructed, maintain supervisor's calendar, make appointments, and arrange for meeting rooms;
- c. Review materials prepared for supervisor's approval for typographical accuracy and proper format;
- d. Maintain recurring internal reports, such as time and leave records, office equipment listings, correspondence controls, and training plans;
- e. Requisition supplies, printing, maintenance or other services, type, take and transcribe dictation, create and maintain office files.

LR-2 Handles differing situations, problems, and deviations in the work of the office according to the supervisor's general instructions, priorities, duties, policies, and program goals. Supervisor may assist secretary with special assignments. Duties include or are comparable to the following:

- a. Screen telephone calls, visitors, and incoming correspondence; personally respond to requests for information concerning office procedures; determine which requests should be handled by the supervisor, appropriate staff member or other offices, prepare and sign routine non-technical correspondence in own or supervisor's name;

- b. Schedule tentative appointments without prior clearance. Make arrangements for conferences and meetings and assemble established background materials as directed. May attend meetings and record and report on the proceedings;
- c. Review outgoing materials and correspondence for internal consistency and conformance with supervisor's procedures; assure that proper clearances have been obtained, when needed;
- d. Collect information from the files or staff for routine inquiries on office program(s) or periodic reports, and refer non-routine requests to supervisor or staff;
- e. Explain to subordinate staff supervisor's requirements concerning office procedures, coordinate personnel and administrative forms for the office and forwards for processing.

LR-3 Uses greater judgment and initiative to determine the approach or action to take in non-routine situations interprets and adapts guidelines, including unwritten policies, precedents, and practices, which are not always completely applicable to changing situations. Duties include or are comparable to the following:

- a. Based on knowledge of the supervisor's views, compose correspondence on own initiative about administrative matters and general office policies for supervisor's approval;
- b. Anticipate and prepare materials needed by the supervisor for conferences, correspondence, appointments, meetings, telephone calls, etc., and informs supervisor on matters to be considered;
- c. Read publications, regulations, and directives and take action or refer those that are important to the supervisor and staff;
- d. Prepare special or one-time reports, summaries, or replies to inquiries, selecting relevant information from a variety of sources such as reports, documents, correspondence, other offices, etc., under general directions;
- e. Advise secretaries in subordinate offices on new procedures; request information needed from the subordinate office(s) for periodic or special conferences, reports, inquiries, etc., and shifts clerical staff to accommodate workload needs.

*Excludes secretaries performing any of the following duties:*

Acting as office manager for the executive's organization, e.g., determines when new procedures are needed for changing situations and devises and implements alternatives; revising or clarifying procedures to eliminate conflict or duplication; identifying and resolving various problems that affect the orderly flow of work in transactions with parties outside the organization.

Preparing agenda for conferences; explain discussion topics to participants; drafts introductions and develops background information and prepares outlines for executive or staff member(s) to use in writing speeches.

The LR-3 advises individuals outside the organization on the executive's views on major policies or current issues facing the organization; contacts or responds to contact from high-ranking outside officials (e.g., city or state officials, members of congress, presidents of national unions or large national or international firms, etc.) in unique situations. These officials may be relatively inaccessible, and each contact typically must be handled differently, using judgment and discretion.

**CRITERIA FOR MATCHING SECRETARIES BY LEVEL**

Secretary I (01311), Secretary II (01312), Secretary III (01313),

Intentionally blank	LR-1	LR-2	LR-3	
LS-1	I 01311	II 01312	III 01313	
LS-2	I 01311	III 01313	See Note	
LS-3	I 01311	See Note	See Note	

NOTE: Employees whose duties meet this level of responsibility and supervision may be properly classified under the Administrative Assistant category or the class may need to be confirmed.

**TEST PROCTOR**

Administers, supervises, or proctors tests. Administers make-up tests in conjunction with civilian institution programs when it has been clearly established that the student could not be present for normal in-class testing because of duty conflict or health reasons. Handles, stocks, safeguards, and administers testing materials in strict compliance with applicable regulations. Requires a High School Diploma.

**CHILD CARE ATTENDANT**

This incumbent organizes and leads activities of children in nursery schools, day care centers, and similar organizations, receives children from parents, noting any special instructions parents may provide, helps children remove outer garments, prepares play materials and ensures that play areas, equipment and toys are safe and sanitary, supervises play periods, organizes and participates in games, reads to children, distributes toys and play materials, and teaches children simple painting, drawing,

handwork, songs and similar activities. This worker attends to physical needs of children, assists them to develop self-help skills, helps children to develop habits of caring for own clothing and picking up and putting away toys and books, and maintains discipline. Work includes the following: consoling upset or distressed children, directing rest periods, preparing and serving meals or snacks. The Child Care Attendant eats with children and observes food intake and needs of children, teaches table manners, and clears tables, ensures that children remain clean, and that each child leaves with parent or authorized individual. This worker may wash, dry, fold, and store bed linens, blankets and diapers. Must have a nationally recognized Child Development Associate (CDA) credential or the Child Care Professional (CCP) designation and 2-4 years experience.

### **CHILD CARE CENTER CLERK**

This incumbent performs clerical and administrative support duties in childcare center that provides dependent care and preschool programs, enrolls children in day care and preschool programs, assists parents in completing enrollment forms, receives and confirms reservations by telephone, and assigns children to rooms. This clerk ensures space is available for regular and hourly patrons, greets patrons and helps children make transition to center environment, and remains alert to detect early signs of distress, abnormal behavior, or suspected illnesses or diseases in children. This clerk keeps enrollment records, ensures that enrollment forms including immunization records are updated, as necessary, compiles hourly and daily registration reports, compiles records of children who will be present for meals and snacks, advises cook of meal requests, updates reservation records, labels children's belongings, and ensures that parents fill out daily information or medication forms, if needed. This clerk collects fees for all aspects of center operation, calculates and posts all changes to patron's accounts, and balances total with control, records, prepares and safeguards cash receipts in accordance with applicable directives, prepares daily cashier's report per office guidelines, prepares daily activity report and, as required, a consolidated activity report, keeps daily attendance report. Orders and distributes supplies, and arranges meetings. The Children Center Clerk makes appointments for director or other staff members, greets and screens callers who contact the center either in person or by telephone and answers questions concerning such matters as fees and tuition; computes staff/child ratios and advises director when additional staff is needed, maintains lounge and work area in a clean and orderly manner, and contacts parents when a child becomes ill or injured. This clerk informs parents of incidents and prepares incident reports for parents' signatures, may open center in the morning and close it at night, and may serve as Child Care Attendant. Must have a nationally recognized Child Development Associate (CDA) credential or the Child Care Professional (CCP) designation and 2-4 years experience.

### **FAMILY READINESS AND SUPPORT SERVICES COORDINATOR**

This incumbent develops and implements a family support program. Provides support to families impacted by Aerospace Expeditionary Force (AEF) and other long and short-term mobilization assignments, communicates with families, involving them in activities that will assist during separation, and identifies family issues and demographic trends.

This worker establishes and maintains formal agreements and relationships with federal state and local aid agencies, as well as an informal network with charitable, religious and human service group to establish deliver and promote family support and readiness, and resource needs. HS Diploma, 2-4 years experience.

### **CERTIFIED PHYSICAL THERAPIST ASSISTANT**

The Certified Physical Therapist Assistant administers procedures to patients to help reduce pain and improve mobility. This position usually requires an Associate's degree from accredited program and two years of experience. The incumbent must be familiar with standard concepts, practices and procedures within the physical therapy field. The Certified Physical Therapist Assistant performs a variety of tasks and utilizes limited experience and independent judgment to accomplish goals. A limited degree of creativity and latitude is required, and this person will report to the Physical Therapist.

### **CERTIFIED OCCUPATIONAL THERAPIST ASSISTANT**

The Certified Occupational Therapist Assistant assists in the administration of rehabilitative activities for patients with developmental, physical or emotional impairments. This person must pass a national certification examination, be familiar with standard concepts, practices and procedures within a particular field, rely on limited experience and judgment to plan and accomplish goals, perform a variety of tasks, and report to the occupational therapist.

### **EDUCATIONAL TECHNOLOGIST**

The Educational Technologist will provide expertise in instructional methodology, tests and measurement, and curriculum development, develop courseware format guidelines, review and maintain task lists and objective hierarchies and write courseware materials in designated format (student study guide, workbooks, etc.). This technologist will work with instructional Developers and Instructor/Subject Matter Experts to ensure accurate content and format. This person plans graphics integrates completed graphics into curriculum. Responsibilities require the Technologist to track individual lesson status, review lesson materials before submission ensure revisions do not impact instructional flow, and monitor lecture presentations to evaluate and assist with lesson organization and content. Bachelor's Degree, 2-4 years experience.

### **TECHNICAL INSTRUCTOR**

The Technical Instructor teaches one or more short courses in a technical trade or craft such as electricity, electronics, surveying, aircraft or ship fundamentals, prepares an instructional program in accordance with training or other course requirements, assembling materials to be presented. The incumbent teaches assigned topics in accordance with approved curriculum effectively utilizing all allotted time, maintains proficiency in instructional techniques, incorporates current examples in the teaching process (e.g. develops clarification or real world examples of application related to the subject matter); develops and maintains classroom techniques that reflect professionalism, good discipline and enhance teaching. The Technical Instructor alternates teaching techniques in order to maintain high motivation and interest in the subject areas, administers grades, records and critiques examinations; prepares and

administers remedial assignments, submits written recommendations for curriculum updates to ensure consistency with changes and innovations in latest applicable publications or documents. Bachelor's Degree, 2-4 years experience.

### **TECHNICAL INSTRUCTOR/COURSE DEVELOPER**

The Technical Instructor/Course Developer is primarily responsible for curriculum revision and maintenance. Technical curriculum may involve electronics, welding, or more highly technical areas such as radio and electronics repair or operation of weapons systems. This instructor uses a computer to organize and draft a curriculum that breaks a complex subject into blocks or units of instruction, creates graphics, and integrates them into curriculum. Courses may be instructor based, computer-based, simulator based, interactive, or non-interactive. This instructor also teaches short technical courses in accordance with approved curriculum to maintain proficiency and to evaluate and develop new instructional techniques/courses. Job duties also include the following: incorporation of new curriculum in the teaching process (e.g., develops clarification or examples of application related to the subject matter), development and maintenance of classroom techniques that reflect professionalism and good discipline and enhance teaching, development of alternative teaching techniques and scenarios to maintain high motivation and interest in the subject areas, and while acting as the testing officer, the conducting of test analysis and development or revision of test items. Bachelor's Degree, at least 5 years experience.

### **TUTOR**

This incumbent tutors students individually or in small groups. She/he may conduct a small amount of formal classroom instruction provided adequate experience is possessed in the subject being tutored. The Tutor does not normally prepare instructional programs or create lesson topic guides, but instead uses existing lesson plans and delivers any formal instruction from existing audio-visual and/or written material prepared by others. This worker may administer examinations or informal tests. This may require familiarity and experience in the field of instruction, but the incumbent can perform the required duties with no college education and approximately 30 to 90 days of training.

### **PARALEGAL/LEGAL ASSISTANT I**

Work is performed under close supervision, with required assistance readily available. Consults prescribed sources of information for facts relating to matters of interest to the program. Reviews documents to extract selected data and information relating to specific items. Reviews and summarizes information in prescribed format on case precedent and decisions. Searches and extracts legal references in libraries and computer-data banks. Attends hearings or court appearances to become informed on administrative and/or court procedures and the status of cases, and where necessary, assists in the presentation of charts and other visual information. Associate's degree, 0-2 years.

### **PARALEGAL/LEGAL ASSISTANT II**



Exercises more independent judgment than at the level I position. Reviews case materials to become familiar with questions under consideration. Searches for and summarizes relevant articles in trade magazines, law reviews, published studies, financial reports, and similar materials for use of attorneys in the preparation of opinions, briefs, and other legal documents. Prepares digests of selected decisions or opinions which incorporate legal references and analyses of precedents involved in areas of well-defined and settled points of law. Interviews potential witnesses and prepares summary interview reports for the attorney's review. Participates in pre-trial witness conferences, notes possible deficiencies in case materials (e.g., missing documents, conflicting statements) and additional issues or other questionable matters, and requests further investigation by other agency personnel to correct possible deficiencies or personally conducts limited investigations at the pre-trial stage. Prepares and organizes trial exhibits, as required, such as statistical charts and photographic exhibits. Verifies citations and legal references on prepared legal documents. Prepares summaries of testimony and depositions. Drafts and edits nonlegal memoranda, research reports and correspondence relating to cases. Associate's degree, 2-5 years experience.

### **PARALEGAL/LEGAL ASSISTANT III**

Participates in the sustentative development of cases. Analyzes and evaluates case files against litigation worthiness standards. Notes and corrects case file deficiencies (e.g., missing documents, inconsistent material, leads not investigated) before sending the case on to the concerned trial attorney. Reviews and analyzes available precedents relevant to cases under consideration for use in presenting case summaries to trial attorneys. Gathers, sorts, classifies, and interprets data to discover patterns of possible discriminatory activity. Interviews relevant personnel and potential witnesses to gather information. Reviews and analyzes relevant statistics. Performs statistical evaluations such as standard deviations, analyses of variance, means, modes, and ranges as supporting data for case litigation. Consults with statistical experts on reliability evaluations. Testifies in court concerning relevant data. Bachelor's degree, 5-8 years experience.

### **PARALEGAL/LEGAL ASSISTANT IV**

Assists in the evaluation, development and litigation of cases. Examines and evaluates information in case files, for case litigation worthiness and appropriate titles of law. Determines the need for additional information, independent surveys, evidence, and witnesses, and plans a comprehensive approach to obtain this information. Through on-site visits, interviews, and review of records on operations, looks for and evaluates the relevance and worth of evidence. Selects, summarizes, and compiles comparative data to examine and evaluate respondent's deficiencies in order to provide evidence of illegal practices or patterns. Reviews economic trends and forecasts at the national and regional level to evaluate the impact of successful prosecution and potential remedial provisions of ongoing investigations and litigation. Identifies types of record keeping systems and types of records maintained which would be relevant. Gathers, sorts, and interprets data from various record systems including computer information systems. Interviews potential witnesses for information and prepares witnesses for court

appearances. Develops statistics and tabulations, such as standard deviations, regression analyses, and weighting, to provide leads and supportive data for case litigation. Prepares charts, graphs, and tables to illustrate results. Analyzes data, develops recommendations and justifications for the attorney(s) who will take the matter to court. Continues to work with the attorney(s) during the progress of the case, obtaining and developing further evidence and exhibits, providing administrative assistance, and maintaining custody of exhibits, documents, and files. Appears in court as a witness to testify concerning exhibits prepared supporting plaintiff's case as necessary. Bachelor's degree, 8 years of experience.

### **TECHNICAL WRITER (Occupational Base)**

Under general supervision, the Technical Writer writes and edits technical reports, brochures, and/or manuals for internal documentation, customer reference, or publication. This person researches and analyzes available literature and verifies copy with appropriate departments, and may coordinate production and distribution of materials.

### **TECHNICAL WRITER I**

The Technical Writer I revises or writes standardized material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance of machinery and other equipment. This worker receives technical direction from supervisor or senior writer, notes or manuals containing operating procedures and details manufacturer's catalogs, drawings and other data relative to operation, maintenance, and service of equipment. This writer may have access to blueprints, sketches, drawings, parts lists, specifications, mockups, and product samples to integrate and delineate technology, operating procedure, and production sequence and detail. This worker organizes material and completes writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology, may maintain records and files of work and revisions, select photographs, drawings, sketches, diagrams, and charts to illustrate material, assist in laying out material for publication arrange for typing, duplication and distribution of material; may assist in writing speeches, articles, and public or employee relations releases, and may specialize in writing material regarding work methods and procedures. Bachelor's Degree, 0-2 years experience.

### **TECHNICAL WRITER II**

In this capacity, the Technical Writer revises or writes material that is mostly standardized for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance of machinery and other equipment. The incumbent receives assignment and technical information from a supervisor or senior writer, may be provided notes or manuals containing operating procedures and details, and may observe production, developmental or experimental activities to expand or verify the provided operating procedures and details. This worker accesses manufacturers' catalogs, drawings and other data relative to operation,

maintenance, and service of equipment, may have access to blueprints, sketches, drawings, parts lists, specifications, mockups, and product samples to integrate and delineate technology, operating procedure, and production sequence and detail. This writer organizes material and completes writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology, may maintain records and files of work and revisions, may select photographs, drawings, sketches, diagrams, and charts to illustrate material, assist in laying out material for publication, and arrange for typing, duplication and distribution of material. This writer may draft speeches, articles, and public or employee relations releases, or specialize in writing material regarding work methods and procedures. Bachelor's Degree, 2-4 years experience.

### **TECHNICAL WRITER III**

The Technical Writer III develops, writes, and edits material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance of machinery and other equipment, receives assignment from supervisor, observes production, developmental, and experimental activities to determine operating procedure and detail. This writer interviews production and engineering personnel and reads journals, reports, and other material to become familiar with product technologies and production methods, and reviews manufacturer's and trade catalogs, drawings and other data relative to operation, maintenance, and service of equipment. The Technical Writer III studies blueprints, sketches, drawings, parts lists, specifications, mockups, and product samples to integrate and delineate technology, operating procedure, and production sequence and detail, organizes material and completes writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology; and reviews published materials and recommends revisions or changes in scope, format, content, and methods of reproduction and binding. This worker may perform the following tasks: maintain records and files of work and revisions, select photographs, drawings, sketches, diagrams, and charts to illustrate material; assist in laying out material for publication, arrange for typing, duplication and distribution of material, write speeches, articles, and public or employee relations releases, edit, standardize, or make changes to material prepared by other writers or plant personnel. This incumbent may specialize in writing material regarding work methods and procedures. Bachelor's Degree, 4-6 years experience.

### **ATTORNEY I**

Prepares and examines contracts involving leases, licenses, purchases, sales, insurance, etc. Provides legal advice to an organization, prepares resolutions and forms, and participates in major legal actions. Responsible for foreseeing and protecting company against legal risks. Must be a graduate of an accredited law school with 0-3 years of experience. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required.

## **ATTORNEY II**

Prepares and examines contracts involving leases, licenses, purchases, sales, insurance, etc. Provides legal advice to an organization, prepares resolutions and forms, and participates in major legal actions. Responsible for foreseeing and protecting the company against legal risks. Must be a graduate of an accredited law school with 2-5 years of experience and admitted into the state bar. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected.

## **ATTORNEY III**

Prepares and examines contracts involving leases, licenses, purchases, sales, insurance, etc. Provides legal advice to an organization, prepares resolutions and forms, and participates in major legal actions. Responsible for foreseeing and protecting the company against legal risks. Must be a graduate of an accredited law school with 5-8 years of experience and admitted into the state bar. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected.

## **CONSULTANT LEVEL 2**

Review, analyze, and evaluates business systems and user needs. Formulate systems to parallel overall business strategies. Write detailed description of user needs, program/project functions, and steps required to develop or modify programs and procedures. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May provide consultation on complex projects and is considered to be the top level contributor/specialist. A wide degree of creativity and latitude is expected.

Education and Experience: Prominent top-level technical/administrative professional with at least 8 years experience and Bachelor's Degree. Experienced in executive level management and leadership.

## **CONSULTANT LEVEL 3**

Review, analyze, and evaluates business systems and user needs. Formulate systems to parallel overall business strategies. Write detailed description of user needs, program/project functions, and steps required to develop or modify programs and procedures. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May provide consultation on complex projects and is considered to be the top level contributor/specialist. A wide degree of creativity and latitude is expected.

Education and Experience: Prominent top-level technical/administrative professional with at least 12 years experience and a Bachelor's Degree. Experienced in senior executive level management and leadership ability.

## **DIRECTOR**

Plans and directs all aspects of an organization's policies, objectives, and initiatives. Relies on experience and judgment to plan and accomplish goals.

Education - Master's Degree in business, economics, engineering or related field and a certification in Human Resources Management

Experience – 8 to 10 years of experience directing major government procurements or programs.

## **EEO MANAGER**

Manages and coordinates activities of departmental personnel engaged in inspecting and investigating Equal Employment Opportunity/Affirmative Action issues or complaints to ensure compliance with Federal, State, or municipal laws, utilizing knowledge of agency's purposes, rules, regulations, procedures, and practices. Investigates complaints and/or assigns specific duties to inspectors and/or investigators either directly or through subordinate staff. A combination of over two years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. This position typically reports to EEO Director and may have EEO Supervisor reporting to it; however, in smaller companies the manager may be the first level supervisor over subordinate staff. Prepares reports mandated by government agencies. Reviews agency's current workload status, schedules, and individual personnel assignments and expertise to establish priorities and to determine ability to accept and complete future commitments. Reviews work reports, papers, rulings, and other records prepared by subordinate personnel for clarity, completeness, accuracy, and conformance with agency policies. Routes approved reports and records to designated individuals for action or for information. May participate in or make initial and/or advanced level investigations, tests, or rulings. May testify in court and/or before control or review board. May be required to be certified in designated specialty area. Bachelor's Degree, at least 7 years experience.

## **EEO SPECIALIST**

Monitors company contracts to determine Equal Employment Opportunity/Affirmative Action requirements and to facilitate compliance with government agencies. Identifies potential areas of equal employment or diversity problems, studies equal opportunity complaints to clarify issues, and meets with personnel involved to counsel, arbitrate, and settle disputes. A combination of over two years of directly related training and/or experience is typically required for carrying out the responsibilities for this job.: Confers with supervisory personnel to verify or document alleged violations of law, such as failure to post notices, process grievances, or correct ethnic or other imbalances. Reviews contracts to determine company actions required to meet equal opportunity provisions of local, State, or Federal laws. Prepares report of findings and makes recommendations for corrective action. Participates with Personnel Manager in addressing and resolving issues involving company hiring and related personnel policies. Bachelor's Degree, 2-4 years experience.

## **FACILITATOR LEVEL 2**

Serves as the process facilitator with responsibility for the following: Provide process and group facilitation and project management support for selected teams chartered to design, develop and deploy operational and organizational contracting initiatives. Collaborates with Team Leaders to manage facilitation, process and team related activities efficiently and effectively; Structure and support the conduct of strong, results-oriented meeting/telecom sessions to meet expected outcomes and deliverables; Design and conduct facilitated sessions within a process-driven framework to evoke participation, stimulate creativity, manage group dynamics, enhance problem solving and decision making, and promote team building and conflict resolution; Apply structured analytical, problem solving, and systems thinking tools and techniques to enhance team's ability to produce quality products according to budget and schedule; and Develops and deploys strategies for building ACA capacity and knowledge of sound team/group process facilitation techniques and practices, including providing training on process facilitation tool and techniques to selected team leads and members.

Education: B.A. or B.S. degree. Experience: 3 years of work experience and at least 1 year of demonstrated experience within the past year.

## **FACILITATOR LEVEL 3**

Serves as the process facilitator with responsibility for the following: Provide process and group facilitation and project management support for selected teams chartered to design, develop and deploy operational and organizational contracting initiatives. Collaborates with Team Leaders to manage facilitation, process and team related activities efficiently and effectively; Structure and support the conduct of strong, results-oriented meeting/telecom sessions to meet expected outcomes and deliverables; Design and conduct facilitated sessions within a process-driven framework to evoke participation, stimulate creativity, manage group dynamics, enhance problem solving and decision making, and promote team building and conflict resolution; Apply structured analytical, problem solving, and systems thinking tools and techniques to enhance team's ability to produce quality products according to budget and schedule; and Develops and deploys strategies for building ACA capacity and knowledge of sound team/group process facilitation techniques and practices, including providing training on process facilitation tool and techniques to selected team leads and members.

Education: Master's Degree Experience: 6 years of work experience and at least 2 year of demonstrated experience within the past year.

## **HUMAN RESOURCES ADVISOR**

Provides establishment personnel assistance in identifying, evaluating, and resolving human relations and work performance problems within establishment to facilitate communication and improve employee human relations skills and work performance. Talks informally with establishment personnel and attends meetings of managers, supervisors, and work units to facilitate effective interpersonal communication among participants and to ascertain human relations and work related problems that adversely affect employee morale and establishment productivity. Master's Degree with a

combination of over two years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. Evaluates human relations and work-related problems and meets with supervisors and managers to determine effective remediation techniques, such as job skill training or personal intervention, to resolve human relations issues among personnel. Develops and conducts training to instruct establishment managers, supervisors, and workers in human relations skills, such as supervisory skills, conflict resolution skills, interpersonal communication skills, and effective group interaction skills. Schedules individuals for technical job-related skills training to improve individual work performance. May participate in resolving labor relations issues. May assist in screening applicants for establishment training programs. May write employee newsletter. May operate audiovisual equipment to review or for giving presentations for training program.

### **HUMAN RESOURCES ANALYST**

Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research. Advises employee and management personnel on the interpretation of personnel policies, programs, and procedures. Level of responsibility typically requires a degree in Human Resources.: Carries out administrative work involving the human resources functions and maintains related records. Ensures that programs are carried out in accordance with company's policies and procedures. Analyzes and provides advice to supervisors and managers on methods and approaches to resolve employee work problems. May make presentations to explain the purpose and goal and to seek compliance and understanding of human resources policies. May conduct research to determine the effectiveness of personnel programs and policies. May develop and propose improvement to policies, programs, and procedures to improve the effectiveness of human resources and operations. May have lead or professional responsibilities over lower level support and clerical personnel. May be responsible for implementing and evaluating revised human resources policies. Provides other human resources services as needed. Bachelor's Degree, at least 5 years experience.

### **PLACEMENT & CLASSIFICATION SPECIALIST**

Requires a bachelor's degree with 7 years of position classification experience in compensation and special pay plans for the federal workforce. Assists management and HR staff in the conduct of job analyses and provides classification services for various categories of federal employees. Develop advisory classification opinions for the full range of federal job titles, series, and grade. Must be qualified to develop plans, reorganization, activity realignment, and related reclassifications and pay determinations. Advice and support agency officials in classification appeals and related pay challenges and grievances. Conduct job audits for classification or organizational analysis purposes.

### **HUMAN RESOURCES GENERALIST**

Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research. Advises employee and management personnel on the interpretation of personnel policies, programs, and procedures. Level of responsibility typically requires a degree in Human Resources.: Carries out administrative work involving the human resources functions and maintains related records. Ensures that programs are carried out in accordance with company's policies and procedures. Analyzes and provides advice to supervisors and managers on methods and approaches to resolve employee work problems. May make presentations to explain the purpose and goal and to seek compliance and understanding of human resources policies. May conduct research to determine the effectiveness of personnel programs and policies. May develop and propose improvement to policies, programs, and procedures to improve the effectiveness of human resources and operations. May have lead or professional responsibilities over lower level support and clerical personnel. May be responsible for implementing and evaluating revised human resources policies. Provides other human resources services as needed. HS Diploma, 2-4 years experience.

#### **HR PLANNING & MANAGEMENT ANALYST**

Organizes competitive financial analysis and statistical studies. Provides financial oversight, leadership and support. Requires a bachelor's degree with a total of eight years experience applying knowledge of management functions, processes, and analytical methods or techniques is required. Experience should be related to work measurement studies, program or project operations efficiency reviews, cost studies, or workload change impact analysis. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Requires use of automated management information systems in performing fact-finding, analytical, and advisory functions.

#### **PROGRAM MANAGER**

Requires a bachelor's degree with a total of ten years experience applying knowledge of management functions, processes, and analytical methods or techniques is required. Experience should be related to work measurement studies, program or project operations efficiency reviews, cost studies, or workload change impact analysis. Requires use of automated management information systems in performing fact-finding, analytical, and advisory functions.

#### **SUBJECT MATTER EXPERT, LEVEL II**

Requires a bachelor's degree with progressive experience of no less than 8 years in providing expertise in a functional domain (e.g., security, finance, personnel, acquisition, etc.) or technical disciplines (e.g., computer security, network engineering, etc.). Position requires in-depth experience to qualify as an expert in the specialized area. If a particular functional area or technical discipline is considered "new" or "state of the art", then general experience in a related area may be substituted for the specific



experience. Must be capable of working independently all tasks and activities involved in any area related to the area of expertise such as Investigative tasks to collect and compile information or data conduct interviews, prepare investigative reports, analyze information

### **SUBJECT MATTER EXPERT, LEVEL III**

Requires a bachelor's degree with progressive experience of no less than 12 years in providing expertise in a functional domain (e.g., security, finance, personnel, acquisition, etc.) or technical disciplines (e.g., computer security, network engineering, etc.). Position requires in-depth experience to qualify as an expert in the specialized area. If a particular functional area or technical discipline is considered "new" or "state of the art", then general experience in a related area may be substituted for the specific experience. Must be capable of working independently all tasks and activities involved in any area related to the area of expertise such as Investigative tasks to collect and compile information or data conduct interviews, prepare investigative reports, analyze information.

### **TRAINING ANALYST**

Researches and develops training programs for an organization. Develops methods and materials for training staff and may prepare curriculums including lectures, ideas for group discussions, demonstrations, and workshops. Evaluates training delivery, measures results, and recommends program changes. Must stay abreast of new training methods and determine relevancy to company employees. Requires a bachelor's degree in a related area and at least 5 years of experience in the field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

### **TRAINING DIRECTOR**

Develops the development and administration of organization training programs. Develops training objectives, strategies, policies, and programs. Directs the implementation of policies and procedures related to various training and educational programs for the employees of an organization. Directs and mentors staff of trainers. Typically reports to a Top Officer and has manager level reporting to this position. Investigates and evaluates a variety of in-house and outside training and educational programs. Conducts needs evaluation and designs curricula and courses to meet those needs. Liaises with management to ensure training and educational programs achieve corporate goals. Directs analysis and design of materials and programs and suggests enhancements. Ensures all new clerical and supervisory employees complete orientation/general instructional sessions. Prepares reports for management. Prepares and approves budgets and travel plans. May direct management trainee program. Bachelor's Degree, at least 10 years experience.

### **TRAINING MANAGER**

Manages the activities related to various training and educational programs for an organization. Assesses and identifies individual or group training needs, and

administers plans, procedures, and programs to meet training needs. Prepares a variety of training aids and materials. A combination of over four years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. Typically reports to director level and supervisory level reports to this position. Keeps informed of new training methods. Determines appropriateness of contracting with outside vendors to accomplish organization's training goals and objectives. Analyzes training program effectiveness and submits reports and recommendations to management. Prepares and approves budgets and travel plans. Recruits, hires, trains staff, evaluates employee performance, and recommends or initiates promotions, transfers, and disciplinary action. Bachelor's Degree, 8-10 years experience.

### **TRAINING SPECIALIST**

Develops and conducts training programs for employees of industrial, commercial, service, or government establishment. Confers with management to gain knowledge of work situations requiring training for employees to better understand changes in policies, procedures, regulations, and technologies. Formulates teaching outline and determines instructional methods, utilizing knowledge of specified training needs and effectiveness of such methods as individual training, group instruction, lectures, demonstrations, conferences, meetings, and workshops. Conducts training sessions covering specified areas such as those concerned with new employee orientation, on-the-job training, use of computers and software, apprenticeship programs, sales techniques, safety and health practices, public relations, refresher training, promotional development, upgrading, retraining displaced workers, and leadership development. This is a professional level non-supervisory position and the level of responsibility typically requires a related degree from a college or university. Selects or develops teaching aids, such as training handbooks, demonstration models, multimedia visual aids, computer tutorials, and reference works. Tests trainees to measure progress and to evaluate effectiveness of training. May select and coordinate training programs with outside vendors or professionals. May specialize in developing instructional software. Bachelor's Degree, 0-2 years experience.

### **TRAINING SUPERVISOR**

Supervises the activities related to various training and educational programs for an organization. Supervises staff of training and education specialists who organize and conduct training and educational programs for employee development, orientation, and on-the-job training. Assists in the development of training programs. A combination of over four years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. Typically reports to manager level and is the first level of supervision. Determines training methods to be used, such as individual or group instruction, conferences, workshops, and demonstrations. Researches and develops handbooks, models, and other teaching aids. Evaluates employee test scores to measure training program effectiveness and reports findings to management. Recommends changes to improve program content, and works with management to achieve corporate training goals. Prepares and approves budgets and travel plans. May recruit, hire, train staff, evaluate employee performance, and recommend or initiate promotions, transfers, and disciplinary action. Bachelor's Degree, 4-6 years experience.

## **COURSE DESCRIPTIONS**

### **595-21 Agency Human Capital Strategy, Policy, and Operational Planning**

#### **Advanced Writing Skills** (8) hour course

MIN – 10      MAX 20

This course is designed to enhance writing abilities in the ever changing business climate. Learners will develop a greater understanding of the writing process for specific situations and master the basic components of written business documents (i.e., proposals, letters, e-mails, etc.). Learners will attain skills through interactive lectures and hands-on in class exercises. After successfully completing this course, learners will have enhanced their communication skills so that they are more skilled and confident in delivering a written product that is both informative and professionally correct. Learners will have an understanding of the simplicity in writing and be able to apply best practice writing approaches for conveying technical ideas, products and information in writing.

#### **Anger Management** (8) hour course

MIN – 10      MAX 20

This course provides participants with the skills needed to understand their anger; while simultaneously providing tips and tools to deal with anger. Attendees will learn to communicate their emotions and control acting on impulse. The course is interactive and will provide you with interesting information that makes you consider your feelings and actions towards others. Participants will be able to recognize anger symptoms and use coping mechanisms resolve, deflect or defer the symptoms and impact of anger in everyday life.

#### **Budgets and Managing Money** (16) hour course

MIN – 10      MAX 20

This comprehensive program covers all the fiscal terminology of corporate finance. From basic terminology through cash flow you will learn where money enters the organization, how to track funds and what you need to do to manage money. Regardless of your role, this course provides you with the vital skills needed to hold yourself and others accountable for the budget. You'll be able to articulate the justifications for your actions in business terms. The course will cover the entire budgeting process. This is a MUST have course for anyone with budget responsibilities.

#### **Business Etiquette** (8) hour course

MIN – 10      MAX 20

This course provides participants with the skills needed socialize and network in any business setting. Crucial to interaction with executives, senior managers and peers; this course delves into the manners, office protocol and dining interactions. Participants will be able to deploy confidence and enthusiasm in their ability to socialize in any setting.

**Civilian Resumes** (5) hour course

MIN – 10      MAX 20

After successfully completing this course, learners will be able to review, summarize and articulate the employment history of perspective candidates. Learners will also recognize the proper civilian resume formats and understand the pros and cons of each.

**Coaching** (8) hour course

MIN – 10      MAX 20

This course provides participants with the vital skills needed to lead both people technical processes. Your team will be more cohesive, motivated and productive. You'll walk away with a teambuilding action plan you can launch immediately. Participants will be able to recognize their own unique skills set while learning to value the skills others possess. Centered around communication, attendees will value the need for feedback and learn to effectively drive the team towards common goals.

**Communication Strategies** (16) hour course

MIN – 10      MAX 20

This course provides you with the vital skills needed to work in a collaborative environment conducive to communication and the freedom of expression. Participants will learn to value every employee while exploring their preferred communication Style. A must have skill, every employee must know how to properly communicate.

**Conflict Resolution** (16) hour course

MIN – 10      MAX 20

Regardless of your role, this course provides you with the vital skills needed to work in a collaborative environment conducive to communication and the freedom of expression. Participants will learn to handle situations once you recognize the causes behind interpersonal conflict. This interactive course targets, the feelings and emotions that trigger conflict and provides the tools to resolve those triggers prior to escalation.

**Critical Elements for Customer Service** (12) hour course

MIN – 10      MAX 20

This course emphasizes the need to actively listen, communicate and engage your customers in a manner that expedites their needs and increases your productivity and efficiency. Designed for anyone who has an internal or external client facing position.

This course enables participants to develop or improve your knowledge of your communication style while simultaneously learning and appreciating the dilemmas of others. These course enhancements will allow for enhanced collaboration and expose the improbable balance between business goals and people skills.

**Dealing with Change Management** (8) hour course

MIN – 10      MAX 20

Regardless of your role, this course provides you with the skills needed to navigate the change environment. Participants will learn the fundamentals of change management, the change process, and obstacles to changes. This workshop covers managing change while providing learners with the tools to adapt to change, coping with uncertainty, and moving forward.

**Dealing with Difficult People** (8) hour course

MIN – 10      MAX 20

This course provides the training essential for anyone who has to work with difficult people. The training helps you identify difference that lead to a tenuous environment and develop techniques to help you cope with anger and tackle hostility. Participants will learn the fundamentals of their own personality and how to contend with the lack of professionalism others may display. This workshop covers confrontation techniques and how to deal with difficulty in the workplace.

**Delegating** (8) hour course

MIN – 10      MAX 20

This course teaches learners how to let go by providing opportunities for growth to the staff in which they manage. This module uses several learning techniques to explore delegation as a key skill necessary for effective managers. Learners will attain skills through interactive lectures and hands-on in class exercises. After successfully completing this course, learners will understand the importance of delegation and it will also provide immediate coaching and developmental techniques that are fundamental to delegating effectively. Learners will have the ability to empower and develop individuals as well as the competence in techniques to overcome resistance.

**Developing High Performance Teams** (24) hour course

MIN – 10      MAX 20

Through this interactive course, you will learn consistent theory to build and lead your team. You will learn the leadership skills critical to leadership and how to engage every member of your team. Using the twelve characteristics of a team, you will walk away empowered to lead your team to greatness! Explore how to move past the limitations of individuals to promote synergy, understanding and group dynamics.

**Effective Performance Reviews** (24) hour course

MIN – 10      MAX 20

The course will provide an overview of the performance management process and develop a foundation for participants to build on once they return to the work place. The goal of this course is to develop a basic understanding of the complex duties and responsibilities in aligning goals to performance. A MUST have course for anyone in a leadership role. The course will explore how to communicate at the executive level and disseminate tactical information back to the field. We will expound on the review process and how to motivate employees to achieving results. Designed for anyone in charge of performance, cost and delivery for their organization.

**Facilitation Skills** (16) hour course

MIN – 10      MAX 20

Meetings and business discussions are a crucial to an organization's decision-making process. Regardless of your role, this sixteen (16) hour course provides you with the vital skills needed to effectively lead. Participants will learn to facilitate meetings, discussions and consultations that will dramatically increase results, drive towards organizational goals and produce better courses of action.

**Federal Resume** (5) hour course

MIN – 10      MAX 20

After successfully completing this course, learners will be able to review, summarize and articulate the employment history of perspective candidates. Learners will also recognize the proper federal resume formats and understand the pros and cons of each.

**Hiring Smart** (16) hour course

MIN – 10      MAX 20

Explore the fundamentals of interviewing and avoid costly decisions. Participants will walk away prepared to conduct behavior based interviews based on a comprehensive assessment of the business need. This course provides attendees with the vital skills needed to source, interview and hire the best candidate. Participants will be exposed to the laws regarding interviewing and selection-equal employment opportunities, and tools and templates to ready them for real world experiences.

**HR for the Non-HR Manager** (16) hour course

MIN – 10      MAX 20

Explore the fundamentals of an HR generalist and avoid costly decisions. Participants will walk away prepared to conduct behavior based interviews, how to identify job needs and a robust array of HR generalist skills. This course provides attendees with the vital skills needed to source, interview and hire the best candidate. Participants will be

exposed to the laws regarding interviewing, compensation, benefits and selection-equal employment opportunities. Through exercises and interactive learning all attendees will leave with the tools and templates to ready them for real world experiences.

**Interviewing Skills** (5) hour course  
MIN – 10      MAX 20

After successfully completing this course, learners will be able to apply techniques and strategies to lead an effective interview. Learners will also be able to identify the skills required for a successful interview and have the confidence needed to impress interviewees and candidates alike!

**Leadership** (24) hour course  
MIN – 10      MAX 20

For new managers or those new to leading. This course is designed to promote interaction between the leader and his/her employees. For anyone who is ready to embrace the challenge of translating leadership into performance. Participants will be exposed to communication skills, change management, and how to effectively lead former peers. You will learn your preferences and discover how to offset your skill with the skills of others.

**Managing Customer Service** (12) hour course  
MIN – 10      MAX 20

Explore the fundamentals strategy to increase generate revenue, keep loyal customers satisfied and promote a culture of service. This course provides attendees with the vital skills needed to engage existing customers, value current clients and empower them to provide solutions. Participants will be engaged in hands on activities to promote a team based approach to client service and delivery.

**Managing Employee Performance** (24) hour course  
MIN – 10      MAX 20

Explore the fundamentals of staff development in a climate that mitigates risk. This twenty-four (24) hour course provides attendees with the vital skills needed to engage staff in their own development in tandem with business results. This workshop specifically targets the performance review process, and how your own personality influences your ability to work with and lead a team.

**Marketing & Sales** (8) hour course  
MIN – 10      MAX 20

This course provides participants with the skills needed by marketing professionals. Through hands on activities, you will explore techniques for applying social media strategies, traditional approaches, and innovative ideas to expose others to your

products or services. Based on the book Grass Roots Marketing, we will guide you through researching consumer habits to mine the data you need to engage them and sustain satisfaction.

**Meeting Management** (8) hour course

MIN – 10      MAX 20

Meetings and business discussions are a crucial to an organization's decision-making process. Regardless of your role, this eight (8) hour course provides you with the vital skills needed to effectively lead a collaborative meeting that produces results. Participants will learn to facilitate meetings that will dramatically increase results, drive towards organizational goals and produce better courses of action.

**Motivating Your Workforce** (8) hour course

MIN – 10      MAX 20

Motivation is the reason people engage in particular behavior and directly influences the choices that they make. Beyond a paycheck, this course explores why people are motivated. This course will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to aide busy managers and supervisors understand what employees want and how to harness that power to drive performance.

**Negotiating for Results** (8) hour course

MIN – 10      MAX 20

This course emphasizes the need to write in a tailored manner that will benefit your clients. We will explore methods that aide in identifying your audience and help you become a more confident and effective writer. Designed specifically for technical professionals, this course enables participants to develop or improve your knowledge of your communication style while simultaneously learning and appreciating the style of others. You will learn to avoid costly impasses and develop a win-win mind set to achieve results.

**Problem Solving and Decision Making** (16) hour course

MIN – 10      MAX 20

Staff will learn how to delve deeper into problem resolution. Employees will learn what their strengths are and how to avoid escalation with confidence! Participants will learn to view problems differently. The workshop introduces a structured approach to aide them in the identification, assessment and resolution of problems.

**Project Management** (24) hour course

MIN – 10      MAX 20



Designed specifically for those who want to become project managers or anyone who works closely with project managers. This course will refine your project management skills and aid you if you are seeking certification. Participants will be engaged in hands on activities and experiential learning to gain valuable insight into project management. From definition to budgeting and tracking this is an excellent overview.

**Public Speaking** (16) hour course  
MIN – 10    MAX 20

This course emphasizes the importance of using presentations to inform or expose others to your ideas. Designed specifically for technical professionals, this course enables participants to develop or improve presentation skills in a safe environment. You will learn how to convey your thought and ideas in a clear and succinct manner. This course is for anyone who has a need to present data to small or large groups.

**Sales Presentations** (8) hour course  
MIN – 10    MAX 20

This course provides participants with the skills needed to display and present ideas and requests. Useful for anyone who needs to overcome objections to achieve results; this interactive course is a must have. Participants will be able to help their clients see beyond price in evaluating value and benefits.

**Skills for the Administrative Assistant** (8) hour course  
MIN – 10    MAX 20

This course provides participants with the skills needed to master techniques for effective goal setting, prioritizing, planning, decision making, and relationship building. Learn how to communicate confidently and assertively with all members and levels of your team. A day in the life- This is a must have class for anyone who supports a team or individual. You will learn how to communicate effectively, prioritize and manage yourself and others to achieve results.

**Speaking Under Pressure** (16) hour course  
MIN – 10    MAX 20

This workshop has been designed for those who are in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization. Participants will learn to speak under pressure, or think on their feet, After this course, attendees will be able to quickly organize thoughts/ideas, and then convey them meaningfully to any audience This skill is transferable to formal speeches as well as every- day business situations.

**Stress Management** (8) hour course

MIN – 10    MAX 20

This course provides participants with the skills needed to understand and cope with work place stressors. Attendees will learn to identify the good and bad sources of stress and how to deal with them. Participants will walk away with an action plan towards reducing the amount of negative stress and an understanding that even positive events can trigger stress.

**Supervisor ABC's** (16) hour course

MIN – 10    MAX 20

For new managers or those new to leading. This course is designed to promote interaction between the leader and his/her employees. For anyone who is ready to embrace the challenge of translating leadership into performance. Participants learn through hands on activities how to focus on critical management skills. The course provides the framework for productive interactions between team members and supervisors.

**The Minute Takers Workshop** (8) hour course

MIN – 10    MAX 20

This eight (8) hour course provides participants with the skills needed to master techniques for taking effective meeting notes. The goal of this course is to insure meetings are productive and worth the expense involved in gathering staff together.

**The Professional Leader** (24) hour course

MIN – 10    MAX 20

The goal of this course is to explore skill sets that define excellent leadership. The workshop will equip participants with core professional standards to build credibility and garner respect. This is an excellent course for anyone in a leadership role. The course will explore the mandatory documentation and written preparation that goes into building and leading a team. Designed for anyone in charge of performance, cost and delivery for their organization.

**Time Management** (8) hour course

MIN – 10    MAX 20

The course will cover effective time management strategies. A robust guide to leveraging planning guides, removing obstacles and alleviating the pressure of interruptions unique to technical supervisors. Designed specifically for technical professionals, this course enables participants to develop or improve knowledge of managing projects, individuals and your day. You will enjoy the challenge of exploring how YOU work best and what tools will assist you in achieving your goals

**Train the Trainer** (24) hour course  
MIN – 10      MAX 20

You will learn the latest trends and techniques of adult learning and experience the best in industry for adult learners. For new trainers and those who have trained for years, this workshop will show you how to go beyond lecturing and begin transforming. Participants will be exposed to adult learning theories. Well beyond presenting, the goal of this course is to build your confidence in your ability to transfer knowledge and increase the skill of others.

**Writing Reports and Proposals** (16) hour course  
MIN – 10      MAX 20

This course emphasizes the need to write in a tailored manner that will benefit your clients. We will explore methods that aide in identifying your audience and help you become a more confident and effective writer. Designed specifically for technical professionals, this course enables participants to develop or improve their knowledge of written communications. This class emphasizes writing in a manner that appeals to your peers while simultaneously authoring a message that the average consumer can also understand. Our frame work is essential for transparently reporting or authoring content applicable to all audiences. A must have course if English is not your native language; if you are in a technical field in which you must report on your products, services or ideas; or for anyone who would like to insure the quality and consistency of their writing.

**Writing That Works** (8) hour course  
MIN – 10      MAX 20

This course will help identify the value of writing and conveying their thoughts and ideas. Participants will leave the workshop with the confidence to review and edit their own writing for content and grammar.

*595-25 EEO Investigations & Training*

**Diversity Socialization** (16) hour course  
MIN – 10      MAX 20

Participants will learn to identify policies and practices that create a diverse workforce by exploring the most common barriers that inhibit employment development: discrimination; stereotypes; poor career planning; unsupportive work environment; uncertainty in qualifications/performance; and lack of mentorship. This course explores the differences between harmless joking and harassment as well as the wrongful treatment of individuals due to their national origin, ethnicity or accent. This course enables participants to devise strategies for managing diversity within the workforce including: initiatives to change the organizational culture; policy revisions to support

diverse needs; career planning and mentorship programs; and organizational communication on the vision, mission and values, as well as how they relate to diversity within the workforce. This course enables participants to: Detect the conduct of national origin discrimination within the workplace, including harassment and retaliation; and understand citizenship discrimination and workplace laws as they relate to employment decisions, policies and procedures, language barriers and accent discriminators.

**Harassment And Retaliation In The Workplace** (16) hour course  
MIN – 10 MAX 20

This course explores the employer motives for taking adverse actions against their employees for filing charges of discrimination. The course defines the actions forbidden by the Equal Employment Opportunity Commission (EEOC). The course examines employees' rights in the workplace, including hiring, firing, assignments, promotions, training, pay, benefits and other terms or conditions of employment. This course enables participants to: Understand what is considered an adverse action when opposing a discriminatory practice and proceeding; recognize what is considered a protected activity when participating in an employment discrimination claim and proceeding; and know what is covered under the Equal Employment Opportunity law when opposing discrimination, harassment and retaliation.

**Sexual Harassment in the Workplace** (12) hour course  
MIN – 10 MAX 20

This course clarifies when simple teasing and jokes cross the line and become sexual harassment that creates a hostile working environment for which employers are liable. Participants will examine current sexual harassment proceedings. This course enables participants to: determine whether conduct constitutes simple teasing or unwelcome advances; evaluate evidence of sexual harassment in verbal and body language; clarify whether or not the workplace is sexually hostile.

**Valuing Disabled Employees** (5) hour course  
MIN – 10 MAX 20

This course provides a thorough study of the Americans With Disabilities Act (ADA) of 1990 and the Rehabilitation Act of 1973. The course explores the Americans With Disabilities Act of 1990 (ADA) and the Rehabilitation Act of 1973. Unfavorable treatment of the disabled is explored in terms of the law that requires employers to provide reasonable accommodations for disabled employees unless the accommodation causes significant hardship and/or expense.

**Respecting All Ages: The Age Discrimination Act of 1967** (16) hour course  
MIN – 10 MAX 20

This course explores Age Discrimination in Employment Act (ADEA), which protects individuals 40 years of age and older from experiencing discriminatory employment

practices. The course examines discrimination based on age in the areas of hiring, firing, promoting, compensating, training, providing benefits and assigning tasks. This course examines the main components of the Age Discrimination in Employment Act (ADEA), including apprenticeship programs, job notices and advertisements, pre-employment inquiries, benefits and waivers of ADEA rights

**Fair Labor Standard Act (FLSA), Family Medical Leave Act (FMLA) and Pregnancy Discrimination Act** (16) hour course  
MIN – 10      MAX 20

This course demonstrates that sexual harassment toward women goes beyond inappropriate comments or conduct. These three (3) Acts prohibit sexual discrimination toward women based upon pregnancy, childbirth and related medical conditions regarding a woman's civil gender rights. This course covers the amended Title VII of the Civil Rights Act of 1964 with special emphasis on sexual discrimination to the Fair Labor Standard Act (FLSA), the Family Medical Leave Act (FMLA), and The Pregnancy Discrimination Act. This course provides a thorough immersion into the nuances of sexual discrimination, as well as employment policies and procedures concerning FLSA, FMLA and The Pregnancy Discrimination Act.

**The Equal Pay Act of 1963** (16) hour course  
MIN – 10      MAX 20

This course explores the prohibitions of wage discrimination, specifically between men and women in the same establishment who perform job assignments that require sustainability, equal skill, efforts and responsibility under similar working conditions. This course explores: Exemptions to the Equal Pay Act between minimum wage and maximum hour requirements; how exemptions work with certain employment agencies in retail, commercial, agricultural and service establishments; and which acts are prohibited in the transportation of goods.

**Employee Privacy** (16) hour course  
MIN – 10      MAX 20

This course explores what constitutes the fair practices that govern the collection, maintenance, use and distribution of personal employee information that is maintained in a system under the employer's control. This course enables participants to: Understand employee responsibilities under the Privacy Act; learn how to handle and safeguard employee Privacy Act Records, including any confidential information on an individual employee; abide by Workplace Privacy Protections; and understand the rights of the employer to monitor employees via telephone, computer, electronic mail, voicemail and video.

**The Genetic Information Non-Discrimination Act (GINA)** (16) hour course  
MIN – 10      MAX 20

The course examines Title II of the Genetic Information Non-Discrimination Act (GINA) of 2008 and its prohibition of the use of genetic information in making employment decisions. The course provides an examination of employee discrimination as a result of employers' use of genetic information from applicants/employees. This course enables participants to: Understand the full definition of genetic information; employ rules against acquiring genetic information; abide by the laws surrounding genetic discrimination; harassment; and retaliation under GINA; and adhere to the restrictions and confidentiality of genetic information.

**Avoiding Wrongful Termination** (16) hour course

MIN – 10      MAX 20

This course investigates wrongful termination with consideration to discrimination claims categorized by the Equal Employment Opportunity Commission (EEOC), including: gender; sex; national origin; race; age; disability; or multiple bases. This course enables participants to determine wrongful termination as it applies to Title VII of the Civil Rights Acts of 1964 and 1991, specifically regarding discrimination, harassment and retaliation in the seven EEOC categories.

**Maintaining A Drug-Free Workplace** (16) hour course

MIN – 10      MAX 20

The course examines the importance of encouraging and enforcing a drug-free workplace and the role it plays in promoting organizational success. The course explores the Drug-Free Workplace Act of 1988 and its requirements. This course enables participants to: Determine when and where to implement a Drug-Free Workplace; decide who is responsible for maintaining a drug-free workplace and offering tutorial programs; understand the connection between the Federal Acquisition Regulation (FAR) and the Drug-Free Workplace Program; and recognize which agencies offer grants that are covered by the Drug-Free Workplace Act.

**Understanding Workers Compensation** (16) hour course

MIN – 10      MAX 20

The course offers an analysis of the Department of Labor Office of Workers' Compensation Program's four major disability programs that provide wage replacement benefits, medical treatment, vocational rehabilitation and benefits to Federal employees and their dependents who are injured at work or who acquire an occupational disease. This course enables participants to: Identify which Federal agencies and employees are covered by the Federal Employees' Compensation Program; understand what the Federal Employees' Compensation Program includes and its benefits; know how to proceed when injured at work; understand how to locate a medical provider; understand the medical authorization process for billing; and gain knowledge of the State Workers Compensation Officials.

**Understanding Unions** (16) hour course  
MIN – 10    MAX 20

This course clarifies the National Labor Relations Act as it pertains to employee unions and the organizations that are covered by the Act. Participants will explore Section 703 of Title VII and its prohibition of discrimination specifically aimed at employment agencies and labor unions. This course enables participants to: Distinguish when employment agencies and labor unions are subject to Title VII prohibitions; and explore the Title VII prohibitions against employment agencies

**Disparate Treatment Analysis** (16) hour course  
MIN – 10    MAX 20

The course explores: the requisite elements for a prima facie case; the considerations of either direct or circumstantial evidence; the analysis of the agency's rebuttal; and the examination of an agency's pretext as its reason for complainant treatment. This course enables participants to: analyze the meaning of belonging to a protected group; and examine whether the complainant was treated adversely from other similarly situated employees not in any protected group.

**Processing & Settlement of EEO Complaints** (16) hour course  
MIN – 10    MAX 20

The Department of Justice Office of Legal Counsel has affirmed the broad authority of agencies to settle EEO disputes by applying remedies a court could order should the case proceed to trial. This course examines the disputes and explores creative solutions for settlement. Participants learn the legal basis for employees having the right to enter into voluntary agreements. Participants also learn how under Title VII the Office of Legal Counsel and the Department of Justice control the decisional outcome of the case even if the Office of Personnel Management arrives at a contradictory conclusion.

**EEO For New Counselors** (40) hour course  
MIN – 10    MAX 20

Participants will learn the roles and responsibilities of an EEO counselor and will gain basic knowledge of the laws, directives and regulations regarding the EEO complaint process. This course is designed for newly assigned counselors. Participants will learn: The forms of discrimination which include allegations of harassment and disparate treatment as well as reasonable accommodation and undue hardship.

**EEO For New Investigators** (40) hour course  
MIN – 10    MAX 20

Participants will gain first-hand knowledge of an investigator's roles, procedures and policies. Participants will study a model investigative report and investigative summary.

Participants will learn: EEO law; theories of discrimination; and interview techniques (e.g., using open-ended questions). Participants will also learn how to conduct investigations and how to produce quality reports.

**EEO For Managers and Supervisors** (16) hour course  
MIN – 10      MAX 20

Participants will learn ways to prevent discrimination, how to enhance their ability to lead and how to maintain a diverse workforce. This course is intended for managers, supervisors and team leaders. This course enhances the performance of managers and supervisors by expanding their understanding of responsibilities and roles regarding EEOC laws, policies and directives.

**Basic Mediation Skills** (24) hour course  
MIN – 10      MAX 20

Participants will learn the elements and principles of the mediation process. Participants will interact with one another in realistic training scenarios. Participants will gain a comprehensive understanding of the requisite basic skills in the mediation process.

**Workforce Barrier Analysis (Management Directive MD-715)** (24) hour course  
MIN – 10      MAX 20

This course provides the barrier analysis process to include: Analysis and interpretation of workforce statistics found in MD-715 data tables; trigger identification; barrier analysis investigation; and organizing findings and preparing action plans designed to eliminate barriers. This course enables participants to thoroughly understand, identify and eliminate the very real barriers in the workplace that prevent advancement of the protected groups.

**State of the Agency Report (Management Directive MD-715)** (8) hour course  
MIN – 10      MAX 20

This course, intended for all EEO personnel is a hands-on introduction to EEOC Management Directive 715 (MD-715). Participants will learn the six (6) essential elements of a model EEO program and will learn how to identify and eliminate program deficiencies. Participants will also be introduced to the Barrier Analysis Process. This course will enable participants to learn the six (6) essential elements of a model EEO Program and to identify program deficiencies.

**Basic Writing for Reports** (8) hour course  
MIN – 10      MAX 20

This course teaches participants how to write clear, concise and complete reports. Participants will learn how to capture and address the concerns of others and to refine writing to create a final product. Participants will write an EEO Counselor's Report. The



course is intended for all professionals who must write clear, concise and well organized reports. This course will provide step-by-step guidance on how to write a concise report, identify bases of complaint and summarize accurately.

## PRICE LIST

### 595-11 Ancillary Services

- Professional and General clerical and administrative support services that complement all other HR SINs

### 595-11 LABOR CATEGORIES

		4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-11	Administrative Assistant	66.02	68.00	70.04	72.15	74.31
595-11	Court Reporter	60.39	62.20	64.07	65.99	67.97
595-11	General Clerk I	37.29	38.40	39.56	40.74	41.97
595-11	General Clerk II	40.03	41.23	42.46	43.74	45.05
595-11	General Clerk III	44.42	45.76	47.13	48.54	50.00
595-11	Housing Referral Assistant	62.10	63.96	65.88	67.86	69.89
595-11	Human Resources Assistant I	44.81	46.15	47.53	48.96	50.43
595-11	Human Resources Assistant II	49.36	50.84	52.36	53.93	55.55
595-11	Human Resources Assistant III	54.18	55.80	57.48	59.20	60.98
595-11	Secretary I	51.16	52.69	54.28	55.90	57.58
595-11	Secretary II	56.42	58.12	59.86	61.66	63.51
595-11	Secretary III	62.10	63.96	65.88	67.86	69.89
595-11	Test Proctor	50.88	52.41	53.98	55.60	57.27
595-11	Child Care Attendant	32.87	33.85	34.87	35.91	36.99
595-11	Child Care Center Clerk	39.93	41.13	42.37	43.64	44.95
595-11	Family Readiness and Support Services Coordinator	43.31	44.61	45.95	47.33	48.75
595-11	Certified Physical Therapist Assistant	56.26	57.95	59.68	61.48	63.32
595-11	Certified Occupational Therapist Assistant	60.41	62.22	64.09	66.01	67.99
595-11	Educational Technologist	68.24	70.28	72.39	74.56	76.80
595-11	Technical Instructor	61.41	63.25	65.15	67.10	69.12

595-11	Technical Instructor/Course Developer	73.58	75.79	78.06	80.41	82.82
595-11	Tutor	50.88	52.41	53.98	55.60	57.27
595-11	Paralegal/Legal Assistant I	51.93	53.49	55.10	56.75	58.45
595-11	Paralegal/Legal Assistant II	62.68	64.56	66.49	68.49	70.54
595-11	Paralegal/Legal Assistant III	75.18	77.44	79.76	82.15	84.62
595-11	Paralegal/Legal Assistant IV	89.47	92.15	94.91	97.76	100.69
595-11	Technical Writer I	56.74	58.44	60.20	62.00	63.86
595-11	Technical Writer II	67.64	69.67	71.76	73.91	76.13
595-11	Technical Writer III	80.26	82.67	85.15	87.70	90.33
595-11	Attorney I	116.57	120.06	123.66	127.37	131.20
595-11	Attorney II	147.52	151.94	156.50	161.20	166.03
595-11	Attorney III	182.00	187.46	193.08	198.88	204.84
595-11	Consultant II	112.61	115.99	119.47	123.05	126.74
595-11	Consultant III	145.27	149.63	154.12	158.74	163.50
595-11	Director	253.26	260.85	268.68	276.74	285.04
595-11	EEO Manager	166.87	171.88	177.03	182.34	187.81
595-11	EEO Specialist	102.74	105.82	109.00	112.27	115.64
595-11	Facilitator II	76.65	78.95	81.32	83.76	86.27
595-11	Facilitator III	106.75	109.95	113.25	116.65	120.15
595-11	Human Resources Advisor	132.64	136.62	140.72	144.94	149.29
595-11	Human Resources Analyst	76.59	78.89	81.26	83.69	86.20
595-11	Placement & Classification Specialist	106.75	109.95	113.25	116.65	120.15
595-11	Human Resources Generalist	73.25	75.45	77.71	80.05	82.45
595-11	HR Planning and Management Analyst	93.67	96.48	99.37	102.35	105.42
595-11	Program Manager	130.30	134.20	138.23	142.38	146.65
595-11	Subject Matter Expert II	141.15	145.39	149.75	154.24	158.87
595-11	Subject Matter Expert III	180.64	186.06	191.64	197.39	203.31
595-11	Training Analyst	90.80	93.53	96.33	99.22	102.20
595-11	Training Director	200.19	206.20	212.38	218.75	225.32
595-11	Training Manager	143.92	148.24	152.69	157.27	161.99
595-11	Training Specialist	87.11	89.72	92.41	95.18	98.04
595-11	Training Supervisor	132.76	136.74	140.84	145.07	149.42

## 595-21 Agency Human Capital Strategy, Policy, and Operational Planning

- Workforce Planning
- Human Capital Strategy
- Organization Design and Position Classification
- Diversity and Inclusion
- Employee Engagement and Communications
- Organizational Development (Optimization)

### 595-21 LABOR CATEGORIES

		4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-21	Administrative Assistant	66.02	68.00	70.04	72.15	74.31
595-21	General Clerk I	37.29	38.40	39.56	40.74	41.97
595-21	General Clerk II	40.03	41.23	42.46	43.74	45.05
595-21	General Clerk III	44.42	45.76	47.13	48.54	50.00
595-21	Housing Referral Assistant	62.10	63.96	65.88	67.86	69.89
595-21	Human Resources Assistant I	44.81	46.15	47.53	48.96	50.43
595-21	Human Resources Assistant II	49.36	50.84	52.36	53.93	55.55
595-21	Human Resources Assistant III	54.18	55.80	57.48	59.20	60.98
595-21	Secretary I	51.16	52.69	54.28	55.90	57.58
595-21	Secretary II	56.42	58.12	59.86	61.66	63.51
595-21	Secretary III	62.10	63.96	65.88	67.86	69.89
595-21	Test Proctor	50.88	52.41	53.98	55.60	57.27
595-21	Child Care Attendant	32.87	33.85	34.87	35.91	36.99
595-21	Child Care Center Clerk	39.93	41.13	42.37	43.64	44.95
595-21	Family Readiness and Support Services Coordinator	43.31	44.61	45.95	47.33	48.75
595-21	Educational Technologist	68.24	70.28	72.39	74.56	76.80
595-21	Technical Instructor	61.41	63.25	65.15	67.10	69.12
595-21	Technical Instructor/Course Developer	73.58	75.79	78.06	80.41	82.82
595-21	Tutor	50.88	52.41	53.98	55.60	57.27
595-21	Paralegal/Legal Assistant I	51.93	53.49	55.10	56.75	58.45

595-21	Paralegal/Legal Assistant II	62.68	64.56	66.49	68.49	70.54
595-21	Paralegal/Legal Assistant III	75.18	77.44	79.76	82.15	84.62
595-21	Paralegal/Legal Assistant IV	89.47	92.15	94.91	97.76	100.69
595-21	Technical Writer I	56.74	58.44	60.20	62.00	63.86
595-21	Technical Writer II	67.64	69.67	71.76	73.91	76.13
595-21	Technical Writer III	80.26	82.67	85.15	87.70	90.33
595-21	Attorney I	116.57	120.06	123.66	127.37	131.20
595-21	Attorney II	147.52	151.94	156.50	161.20	166.03
595-21	Attorney III	182.00	187.46	193.08	198.88	204.84
595-21	Consultant II	112.61	115.99	119.47	123.05	126.74
595-21	Consultant III	145.27	149.63	154.12	158.74	163.50
595-21	Director	253.26	260.85	268.68	276.74	285.04
595-21	EEO Manager	166.87	171.88	177.03	182.34	187.81
595-21	EEO Specialist	102.74	105.82	109.00	112.27	115.64
595-21	Facilitator II	76.65	78.95	81.32	83.76	86.27
595-21	Facilitator III	106.75	109.95	113.25	116.65	120.15
595-21	Human Resources Advisor	132.64	136.62	140.72	144.94	149.29
595-21	Human Resources Analyst	76.59	78.89	81.26	83.69	86.20
595-21	Placement & Classification Specialist	106.75	109.95	113.25	116.65	120.15
595-21	Human Resources Generalist	73.25	75.45	77.71	80.05	82.45
595-21	HR Planning & Management Analyst	93.67	96.48	99.37	102.35	105.42
595-21	Program Manager	130.30	134.20	138.23	142.38	146.65
595-21	Subject Matter Expert II	141.15	145.39	149.75	154.24	158.87
595-21	Subject Matter Expert III	180.64	186.06	191.64	197.39	203.31
595-21	Training Analyst	90.79	93.52	96.32	99.21	102.19
595-21	Training Director	200.19	206.20	212.38	218.75	225.32
595-21	Training Manager	143.92	148.24	152.69	157.27	161.99
595-21	Training Specialist	87.11	89.72	92.41	95.18	98.04
595-21	Training Supervisor	132.76	136.74	140.84	145.07	149.42

## 595-25 EEO Investigations & Training

- Investigation of Discrimination Complaints
- Preparation of Reports of Investigation
- Preparation of an Analysis and Recommended Final Agency Decision (FAD) in Discrimination Complaints, Inquiry, Resolution Attempt
- Preparation of an Analysis and Recommended Final Agency Decision (FAD) on Allegations of Noncompliance With Settlement Agreements or Final Decisions
- Resolution Attempt and Report of Inquiry Regarding Notices of Intent to Sue under Age Discrimination in Employment Act of 1967, as Amended
- Alternative Dispute Resolution
- Reference Materials relating to equal opportunity programs
- EEO Training and Consulting
- EEO Counseling (Individual and Class Complaint)

## 595-25 LABOR CATEGORIES

		4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-25	Administrative Assistant	66.02	68.00	70.04	72.15	74.31
595-25	Court Reporter	60.39	62.20	64.07	65.99	67.97
595-25	General Clerk I	37.29	38.40	39.56	40.74	41.97
595-25	General Clerk II	40.03	41.23	42.46	43.74	45.05
595-25	General Clerk III	44.42	45.76	47.13	48.54	50.00
595-25	Secretary I	51.16	52.69	54.28	55.90	57.58
595-25	Secretary II	56.42	58.12	59.86	61.66	63.51
595-25	Secretary III	62.10	63.96	65.88	67.86	69.89
595-25	Educational Technologist	68.24	70.28	72.39	74.56	76.80
595-25	Technical Instructor	61.41	63.25	65.15	67.10	69.12
595-25	Technical Instructor/Course Developer	73.58	75.79	78.06	80.41	82.82
595-25	Paralegal/Legal Assistant I	51.93	53.49	55.10	56.75	58.45
595-25	Paralegal/Legal Assistant II	62.68	64.56	66.49	68.49	70.54
595-25	Paralegal/Legal Assistant III	75.18	77.44	79.76	82.15	84.62
595-25	Paralegal/Legal Assistant IV	89.47	92.15	94.91	97.76	100.69
595-25	Technical Writer I	56.74	58.44	60.20	62.00	63.86
595-25	Technical Writer II	67.64	69.67	71.76	73.91	76.13
595-25	Technical Writer III	80.26	82.67	85.15	87.70	90.33

595-25	Attorney I	116.57	120.06	123.66	127.37	131.20
595-25	Attorney II	147.52	151.94	156.50	161.20	166.03
595-25	Attorney III	182.00	187.46	193.08	198.88	204.84
595-25	Consultant II	112.61	115.99	119.47	123.05	126.74
595-25	Consultant III	145.27	149.63	154.12	158.74	163.50
595-25	Director	253.26	260.85	268.68	276.74	285.04
595-25	EEO Manager	166.87	171.88	177.03	182.34	187.81
595-25	EEO Specialist	102.74	105.82	109.00	112.27	115.64
595-25	Facilitator II	76.65	78.95	81.32	83.76	86.27
595-25	Facilitator III	106.75	109.95	113.25	116.65	120.15
595-25	Human Resources Advisor	132.64	136.62	140.72	144.94	149.29
595-25	Human Resources Analyst	76.59	78.89	81.26	83.69	86.20
595-25	Placement & Classification Specialist	106.75	109.95	113.25	116.65	120.15
595-25	Human Resources Generalist	73.25	75.45	77.71	80.05	82.45
595-25	HR Planning and Management Analyst	93.67	96.48	99.37	102.35	105.42
595-25	Program Manager	130.30	134.20	138.23	142.38	146.65
595-25	Subject Matter Expert II	141.15	145.39	149.75	154.24	158.87
595-25	Subject Matter Expert III	180.64	186.06	191.64	197.39	203.31
595-25	Training Analyst	90.79	93.52	96.32	99.21	102.19
595-25	Training Director	200.19	206.20	212.38	218.75	225.32
595-25	Training Manager	143.92	148.24	152.69	157.27	161.99
595-25	Training Specialist	87.11	89.72	92.41	95.18	98.04
595-25	Training Supervisor	132.76	136.74	140.84	145.07	149.42

## SIN 595-25 CASE SERVICES

SIN	SERVICE	UNIT OF ISSUE	4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
			YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>Investigation of Discrimination Complaints and Preparation of Reports of Investigation</b>							
595-25	Individual Case Complaints - Involving One (1) Issue	Case	4,244.87	4,372.21	4,503.38	4,638.48	4,777.64

595-25	Individual Case Complaints - Per Additional Complaint Issue	Case	277.50	285.83	294.40	303.23	312.33
595-25	Individual Case Complaints - Continuing Violation	Case	5,026.00	5,176.78	5,332.08	5,492.04	5,656.81
595-25	Consolidated Case - One (1) Issue*	Case	5,026.00	5,176.78	5,332.08	5,492.04	5,656.81
595-25	Consolidated Case - Per Additional Issue*	Case	277.50	285.83	294.40	303.23	312.33
595-25	Consolidated Case - Continuing Violation*	Case	5,694.08	5,864.90	6,040.85	6,222.07	6,408.73
595-25	Additional Copies of Investigation Reports (per page)	Copies	0.14	0.143	0.148	0.152	0.157
<b>Preparation of an Analysis and Recommended Final Agency Decision (FAD) in Discrimination Complaints</b>							
595-25	Individual Case**	Case	1,850.07	1,905.57	1,962.73	2,021.62	2,082.26
595-25	Consolidated Case**	Case	2,363.97	2,434.89	2,507.94	2,583.18	2,660.67
<b>Alternative Dispute Resolution</b>							
595-25	Mediator	Hour	282.65	291.13	299.87	308.86	318.13
<b>Misconduct Investigations</b>							
595-25	Misconduct Investigation	Hour	282.65	291.13	299.87	308.86	318.13
<b>EEO Counseling</b>							
595-25	EEO Counselor	Hour	282.65	291.13	299.87	308.86	318.13
595-25	EEO Counseling per case (Individual Case Only)	Case	2,240.63	2,307.85	2,377.09	2,448.40	2,521.85
<p>Price includes all costs of investigation and delivery of original plus 2 copies of investigative report. Additional copies are subject to additional costs.</p> <p>*Price is based on multiple complaints filed by the SAME Complainant. If case involves different Complainants, a 40% surcharge will be added to cover additional costs for labor, publication materials, and postage costs.</p> <p>**Prices for FADs where the case files are in excess of two volumes are subject to negotiation.</p>							

### **595-27 Pre-Employment Screening/Background Investigations**

- Pre-employment background investigations for persons seeking Federal Government employment
- Pre-employment Screening Support
- Background checks for potential or existing employees in accordance with applicable Federal, State and local regulations

- Verification of previous employers
- Salary Histories
- Criminal Records Checks
- Education Verification
- Credit History Checks

## 595-27 LABOR CATEGORIES

		4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-27	Administrative Assistant	66.02	68.00	70.04	72.15	74.31
595-27	General Clerk I	37.29	38.40	39.56	40.74	41.97
595-27	General Clerk II	40.03	41.23	42.46	43.74	45.05
595-27	General Clerk III	44.42	45.76	47.13	48.54	50.00
595-27	Housing Referral Assistant	62.10	63.96	65.88	67.86	69.89
595-27	Human Resources Assistant I	44.81	46.15	47.53	48.96	50.43
595-27	Human Resources Assistant II	49.36	50.84	52.36	53.93	55.55
595-27	Human Resources Assistant III	54.18	55.80	57.48	59.20	60.98
595-27	Secretary I	51.16	52.69	54.28	55.90	57.58
595-27	Secretary II	56.42	58.12	59.86	61.66	63.51
595-27	Secretary III	62.10	63.96	65.88	67.86	69.89
595-27	Test Proctor	50.88	52.41	53.98	55.60	57.27
595-27	Child Care Attendant	32.87	33.85	34.87	35.91	36.99
595-27	Child Care Center Clerk	39.93	41.13	42.37	43.64	44.95
595-27	Family Readiness and Support Services Coordinator	43.31	44.61	45.95	47.33	48.75
595-27	Certified Physical Therapist Assistant	56.26	57.95	59.68	61.48	63.32
595-27	Certified Occupational Therapist Assistant	60.41	62.22	64.09	66.01	67.99
595-27	Educational Technologist	68.24	70.28	72.39	74.56	76.80
595-27	Technical Instructor	61.41	63.25	65.15	67.10	69.12
595-27	Technical Instructor/Course Developer	73.58	75.79	78.06	80.41	82.82
595-27	Tutor	50.88	52.41	53.98	55.60	57.27
595-27	Paralegal/Legal Assistant I	51.93	53.49	55.10	56.75	58.45



595-27	Paralegal/Legal Assistant II	62.68	64.56	66.49	68.49	70.54
595-27	Paralegal/Legal Assistant III	75.18	77.44	79.76	82.15	84.62
595-27	Paralegal/Legal Assistant IV	89.47	92.15	94.91	97.76	100.69
595-27	Technical Writer I	56.74	58.44	60.20	62.00	63.86
595-27	Technical Writer II	67.64	69.67	71.76	73.91	76.13
595-27	Technical Writer III	80.26	82.67	85.15	87.70	90.33
595-27	Attorney I	116.57	120.06	123.66	127.37	131.20
595-27	Attorney II	147.52	151.94	156.50	161.20	166.03
595-27	Attorney III	182.00	187.46	193.08	198.88	204.84
595-27	Consultant II	112.61	115.99	119.47	123.05	126.74
595-27	Consultant III	145.27	149.63	154.12	158.74	163.50
595-27	Director	253.26	260.85	268.68	276.74	285.04
595-27	Facilitator II	76.65	78.95	81.32	83.76	86.27
595-27	Facilitator III	106.75	109.95	113.25	116.65	120.15
595-27	Human Resources Advisor	132.64	136.62	140.72	144.94	149.29
595-27	Human Resources Analyst	76.59	78.89	81.26	83.69	86.20
595-27	Placement & Classification Specialist	106.75	109.95	113.25	116.65	120.15
595-27	Human Resources Generalist	73.25	75.45	77.71	80.05	82.45
595-27	HR Planning and Management Analyst	93.67	96.48	99.37	102.35	105.42
595-27	Program Manager	130.30	134.20	138.23	142.38	146.65
595-27	Subject Matter Expert II	141.15	145.39	149.75	154.24	158.87
595-27	Subject Matter Expert III	180.64	186.06	191.64	197.39	203.31
595-27	Training Analyst	90.80	93.53	96.33	99.22	102.20
595-27	Training Director	200.19	206.20	212.38	218.75	225.32
595-27	Training Manager	143.92	148.24	152.69	157.27	161.99
595-27	Training Specialist	87.11	89.72	92.41	95.18	98.04
595-27	Training Supervisor	132.76	136.74	140.84	145.07	149.42

**595-28 Social Services: EAP, Veterans Readjustment & Behavioral Health Services**

- Employee Assistance
- Social and Behavioral Health Counseling
- Readjustment Services
- Vocational and Psychosocial Rehabilitation
- Physical/occupational/Educational Therapy and Outpatient Recovery
- Personal and Family Support
- Wellness Coaching
- Educational and Public Health Program Administration
- Employment Service Registries
- Benefit Compensation Consultation
- Individual and Family Personal and Financial Enhancement
- Case Management Support Services
- Behavioral Health Support Services
- Assessment Services
- Rehabilitation Support Services
- Telehealth Services

**595-28 LABOR CATEGORIES**

		4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-28	Administrative Assistant	66.02	68.00	70.04	72.15	74.31
595-28	Court Reporter	60.39	62.20	64.07	65.99	67.97
595-28	General Clerk I	37.29	38.40	39.56	40.74	41.97
595-28	General Clerk II	40.03	41.23	42.46	43.74	45.05
595-28	General Clerk III	44.42	45.76	47.13	48.54	50.00
595-28	Secretary I	51.16	52.69	54.28	55.90	57.58
595-28	Secretary II	56.42	58.12	59.86	61.66	63.51
595-28	Secretary III	62.10	63.96	65.88	67.86	69.89
595-28	Educational Technologist	68.24	70.28	72.39	74.56	76.80
595-28	Technical Instructor	61.41	63.25	65.15	67.10	69.12
595-28	Technical Instructor/Course Developer	73.58	75.79	78.06	80.41	82.82
595-28	Paralegal/Legal Assistant I	51.93	53.49	55.10	56.75	58.45
595-28	Paralegal/Legal Assistant II	62.68	64.56	66.49	68.49	70.54

595-28	Paralegal/Legal Assistant III	75.18	77.44	79.76	82.15	84.62
595-28	Paralegal/Legal Assistant IV	89.47	92.15	94.91	97.76	100.69
595-28	Technical Writer I	56.74	58.44	60.20	62.00	63.86
595-28	Technical Writer II	67.64	69.67	71.76	73.91	76.13
595-28	Technical Writer III	80.26	82.67	85.15	87.70	90.33
595-28	Attorney I	116.57	120.06	123.66	127.37	131.20
595-28	Attorney II	147.52	151.94	156.50	161.20	166.03
595-28	Attorney III	182.00	187.46	193.08	198.88	204.84
595-28	Consultant II	112.61	115.99	119.47	123.05	126.74
595-28	Consultant III	145.27	149.63	154.12	158.74	163.50
595-28	Director	253.26	260.85	268.68	276.74	285.04
595-28	EEO Manager	166.87	171.88	177.03	182.34	187.81
595-28	EEO Specialist	102.74	105.82	109.00	112.27	115.64
595-28	Facilitator II	76.65	78.95	81.32	83.76	86.27
595-28	Facilitator III	106.75	109.95	113.25	116.65	120.15
595-28	Human Resources Advisor	132.64	136.62	140.72	144.94	149.29
595-28	Human Resources Analyst	76.59	78.89	81.26	83.69	86.20
595-28	Placement & Classification Specialist	106.75	109.95	113.25	116.65	120.15
595-28	Human Resources Generalist	73.25	75.45	77.71	80.05	82.45
595-28	HR Planning and Management Analyst	93.67	96.48	99.37	102.35	105.42
595-28	Program Manager	130.30	134.20	138.23	142.38	146.65
595-28	Subject Matter Expert II	141.15	145.39	149.75	154.24	158.87
595-28	Subject Matter Expert III	180.64	186.06	191.64	197.39	203.31
595-28	Training Analyst	90.79	93.52	96.32	99.21	102.19
595-28	Training Director	200.19	206.20	212.38	218.75	225.32
595-28	Training Manager	143.92	148.24	152.69	157.27	161.99
595-28	Training Specialist	87.11	89.72	92.41	95.18	98.04
595-28	Training Supervisor	132.76	136.74	140.84	145.07	149.42

## COURSE INVENTORY LIST

Price based on per class minimum of 10 students and maximum of 20 students.			4/12/2017 - 4/11/2018	4/12/2018 - 4/11/2019	4/12/2019 - 4/11/2020	4/12/2020 - 4/11/2021	4/12/2021 - 4/11/2022
SIN	LABOR CATEGORIES	# OF HOURS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
595-21	Advanced Writing Skills	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Anger Management	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Budgets and Managing Money	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Business Etiquette	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Civilian Resume	5	4,300.91	4,429.94	4,562.83	4,699.72	4,840.71
595-21	Coaching	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Communication Strategies	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Conflict Resolution	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Critical Elements of Customer Service	12	9,306.15	9,585.34	9,872.90	10,169.08	10,474.16
595-21	Dealing With Change Management	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Dealing with Difficult People	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Delegating	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Developing High Performance Teams	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Effective Performance Reviews	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Facilitation Skills	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Federal Resume	5	4,300.91	4,429.94	4,562.83	4,699.72	4,840.71
595-21	Hiring Smart	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	HR for the Non-HR Manager	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Interviewing Skills	5	4,300.91	4,429.94	4,562.83	4,699.72	4,840.71
595-21	Leadership	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Managing Customer Service	12	9,306.15	9,585.34	9,872.90	10,169.08	10,474.16
595-21	Managing Employee Performance	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Marketing and Sales	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Meeting Management	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Motivating Your Workforce	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Negotiating for Results	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Problem Solving and Decision Making	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Project Management	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95

595-21	Public Speaking	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Sales Presentations	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Skills for the Administrative Assistant	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Speaking Under Pressure	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Stress Management	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Supervisor ABC's	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	The Minute-Takers Workshop	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	The Professional Leader	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Time Management	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-21	Train the Trainer	24	18,098.44	18,641.39	19,200.63	19,776.65	20,369.95
595-21	Writing Reports and Proposals	16	12,265.62	12,633.59	13,012.60	13,402.98	13,805.06
595-21	Writing that Works	8	6,444.91	6,638.25	6,837.40	7,042.52	7,253.80
595-25	Diversity Socialization	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Harassment and Retaliation in the Workplace	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Sexual Harassment in the Workplace	12	11,019.26	11,349.84	11,690.33	12,041.04	12,402.27
595-25	Valuing Disabled Employees	5	4,918.75	5,066.32	5,218.31	5,374.86	5,536.10
595-25	Respecting All Ages: The Age Discrimination Act of 1967	4	4,156.82	4,281.53	4,409.97	4,542.27	4,678.54
595-25	FLSA, FMLA and The Pregnancy Discrimination Act	4	4,156.82	4,281.53	4,409.97	4,542.27	4,678.54
595-25	The Equal Pay Act of 1963	4	4,156.82	4,281.53	4,409.97	4,542.27	4,678.54
595-25	Employees Privacy	4	4,156.82	4,281.53	4,409.97	4,542.27	4,678.54
595-25	The Genetic Information Non-Discrimination Act "GINA"	4	4,156.82	4,281.53	4,409.97	4,542.27	4,678.54
595-25	Avoiding Wrongful Termination	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Maintaining a Drug-Free Workplace	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Understanding Workers Compensation	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Understanding Unions	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Disparate Treatment Analysis	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Processing & Settlement of EEO Complaints	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	EEO for New Counselors	40	35,539.15	36,605.33	37,703.49	38,834.59	39,999.63
595-25	EEO for New Investigators	40	35,539.15	36,605.33	37,703.49	38,834.59	39,999.63
595-25	EEO for Managers and Supervisors	16	14,551.39	14,987.93	15,437.57	15,900.69	16,377.71
595-25	Basic Mediation Skills	24	21,531.94	22,177.90	22,843.24	23,528.54	24,234.39

595-25	Workforce Barrier Analysis (Management Directive MD-715)	24	21,531.94	22,177.90	22,843.24	23,528.54	24,234.39
595-25	State of the Agency Report (Management Directive MD-715)	8	7,586.17	7,813.75	8,048.16	8,289.61	8,538.30
595-25	Basic Writing for Reports	8	7,586.17	7,813.75	8,048.16	8,289.61	8,538.30

**Travel:**

***Offeror acknowledges that any travel will be handled in accordance with clause C-FSS-370, Contractor Tasks/Special Requirements (NOV 2003). The offeror acknowledges that costs for transportation, lodging, meals and incidental expenses incurred by the contractor in performance of specific task orders are allowable subject to limitations contained in the Federal Travel Regulation and/or Joint Travel Regulations. Costs pertaining to travel are not included in the prices offered, and will be offered at the task order level only as applicable.***