

# General Services Administration

*Authorized Federal Supply Schedule Pricelist*

Schedule 874 for Mission Oriented Business  
Integrated Services (MOBIS)

northhighland®

HIGHLAND WORLDWIDE

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FCS Group: 874  
FCS Class: N/A

**Contract No: GS-10F-0264P**  
**Period Covered by Contract: April 6, 2009 through April 6, 2014**  
**Pricelist Updated through Modification:**

**Business Size: Large**

On-line access to contract ordering information, terms and conditions, and up-to-date pricing are available through GSAAAdvantage!™, a menu-driven database system. The INTERNET address for GSAAAdvantage!™ is:

<http://www.fss.gsa.gov>

\*\*\*\*Go to [HTTP://www.fss.gsa.gov/schedules](http://www.fss.gsa.gov/schedules). Find the link to Ordering From GSA Schedules. Find the link to Ordering Procedures for services requiring a Statement of Work\*\*\*\*

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov>.

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## Customer Information

1. Company Name: The North Highland Company
2. a) Awarded Special Item Numbers (SINS):
  - i. SIN 874-1: Consultation Services
  - ii. SIN 874-2: Facilitation Services
  - iii. SIN 874-3: Survey Services
  - iv. SIN 874-7: Program Integration and Project Management Services
3. Geographic Coverage (Delivery Area):
  - a. Atlanta, GA
  - b. Charlotte, NC
  - c. Dallas, TX
  - d. Denver, CO
  - e. Fort Worth, TX
  - f. Houston, TX
  - g. Nashville, TN
  - h. New York, NY
  - i. Orlando, FL
  - j. Philadelphia, PA
  - k. Richmond, VA
  - l. Tampa, FL
  - m. Tallahassee, FL
  - n. Washington, D.C.
4. Payment Address:
  - a. 550 Pharr Rd, Suite 850, Atlanta, GA 30305

## Company Overview

The North Highland Company is an independent management and technology consulting company with a service area dedicated to the Government sector. We help our clients improve their productivity, service quality, cost control, and competitiveness. Our business philosophy is based on applying the principles of value chain management to integrate people, process and technology.

Government Services has been an integral part of North Highland since our beginning. We have dedicated ourselves to learning the business of government and providing excellent service. Through our exceptional work experience, particularly with Georgia and Florida State Agencies, and dedicated resources, we have become intimately familiar with agency strategies, business practices, constraints, technical environments, and how to make implementations successful.

Founded in 1992, North Highland has grown rapidly over the past twelve years in both number of clients and employees. Our consulting philosophy has been to maintain a close working relationship with our participating client teams. Across our Government and Commercial sectors, our staff has consulting and problem solving experience in a number of areas. In particular, we have a solid foundation and a breadth of experience in the following areas:

- Business Process Improvement/Reengineering
- Independent Validation and Verification (IV&V)
- Strategic Business and Information Systems Planning
- Program/Project Management
- e-Business Assessment and Planning
- Business Systems Analysis and Planning
- RFP Development and Evaluation
- Telecommunication Services Planning/Assessment
- Call Center Assessment, Design, Equipment Acquisition and Implementation
- Security Assessment and Planning
- Disaster Recovery/Business Continuity/Contingency Planning
- IT Governance
- Facilitation Services

As a result of our rapid growth, North Highland was selected by the Atlanta Business Chronicle to receive the Pacesetter Award in 1999, 2000 and 2001 as one of the top 25 fastest growing privately held companies in Atlanta. In 1999, 2000, 2001, and 2002 North Highland made the INC 500 as one of the fastest growing privately held companies in the United States.

North Highland now has 240 employees with offices in Atlanta, Washington DC, Richmond, New York, Nashville, Orlando, Tampa, Dallas, Fort Worth, Denver, Houston, Philadelphia, Tallahassee, and Charlotte. All of our consultants have an average of 10-15 years experience and many have x-Big 4 consulting experience.

## Our Consulting Approach

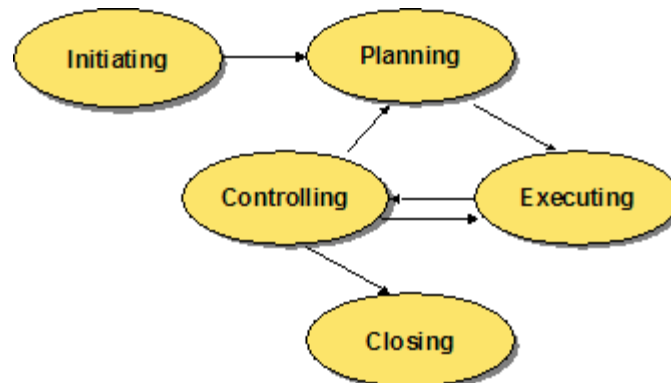
We approach each MOBIS engagement with a thorough understanding of project expectations and scope. We develop our projects through a client-centric definition of success and take pride in achieving these results through a collaborative approach with client teams. Our senior level consultants spend time with client executives to ensure the issues are adequately defined, the desired outcomes are understood and an effective approach is defined clearly identifying the roles and responsibilities of all parties. A detailed project plan is developed identifying all deliverables and the tasks necessary to address each deliverable. We utilize standardized and industry accepted methodologies to develop detailed work plans. Project staffing is a function of

assessing required skills and making assignments from our pool of highly experienced consultants. Each project has a designated project manager who is responsible for day to day management and control of the project and project resources.

At North Highland, project management is the foundation of what we do. We support the Project Management Institute's (PMI) certification of our employees with significant investments in training. Our methodology and internal project management training is based on PMI standards, and all our personnel who serve in the role of project manager are trained and certified in the North Highland methodology.

Project success at North Highland occurs when people, process, and technology align to achieve a targeted business result. The foundations of project activity at North Highland are viewed as processes, phases, and knowledge areas. Project processes and knowledge areas deal directly with the organization and activities that are related to project management. Project phases describe the life cycle of a real world process and are organized around the technical content and deliverables. Phases are driven by the technical nature of the project. It is how the subject matter expert(s) think about the project. Processes are what the project manager does, independent of the specific content.

Project management processes are a series of actions that describe and organize the work of a project. Every MOBIS project, regardless of the nature of its subject or technical content, passes through these five key processes:



<b>Initiating</b>	Achieving organizational sponsorship, direction, and commitment.
<b>Planning</b>	Determining the deliverables, milestones, resources, and change management requirements.
<b>Executing</b>	Doing the work necessary to create the deliverable.
<b>Controlling</b>	Keeping the project on track.
<b>Closing</b>	Bringing the project to an orderly conclusion and learning from results.

Organizations determine which phases a project will execute while all projects entail the five processes. Some projects have only one phase, such as planning or programming while other may have ten or more. Regardless, all projects go through the five processes, and each phase itself also goes through each of these processes.

Our approach, technique, and expertise lead to designs and recommendations that dramatically lower the difficulty of MOBIS engagements and improve your measure of the project's success and therefore the value to the organization.

## Qualified MOBIS Services

Citizens demand increasingly more from the public sector. People have come to expect the convenience of remote and after-hour access to a wide range of services. And they want government programs to do it all at a lower cost. In short, government must work smarter by improving productivity, availability, responsiveness, and accuracy.

North Highland's government consulting group empowers federal agencies and organizations of all sizes to overcome these challenges by providing the following MOBIS Services:

- 874-1 Consultation Services
- 874-2 Facilitation Services
- 874-3 Survey Services
- 874-7 Program Integration and Project Management Services

## ***SIN 874-1: Consulting Services***

Through our broad offering of consulting services, our consultants provide expert advice, assistance, guidance, and counseling in support of agencies' management, organizational and business improvement efforts. We work closely with a team of process owners who know the organization and its processes, its problems and its opportunities for improvement. A representative sampling of our service offerings in this area include but are not limited to:

- strategic, business and action planning
- systems alignment
- cycle time
- performance measures and indicators
- leadership systems
- high performance work
- process and productivity improvement
- organizational assessments
- program audits, and evaluations

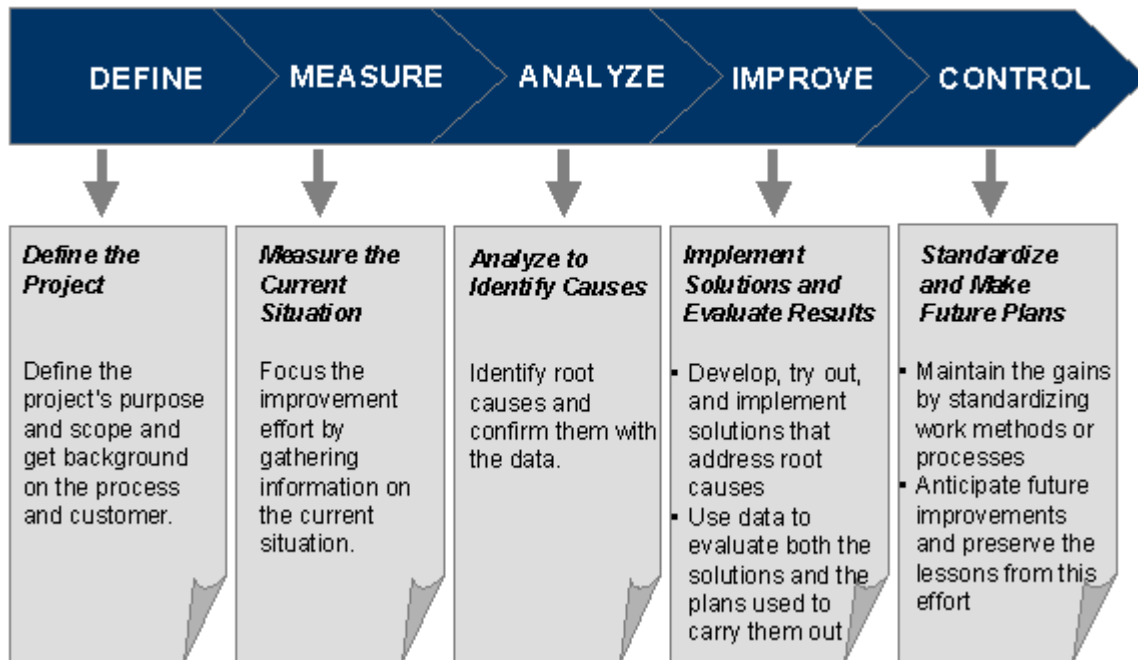
## Methodologies

Highlighted below are some of the methodologies we apply in several key areas of our consulting services.

### *Business Process Re-engineering (BPR)*

The primary BPR methodology utilized by North Highland is a Six Sigma-based process improvement methodology recognized and utilized by a number of world-class organizations. The methodology is an extension of methodologies used by General Electric, Allied Signal, Motorola, BellSouth, Bank of America, Home Depot and a large number of widely recognized organizations.

The Six Sigma BPR methodology used by North Highland is presented in graphical form below.



Through the application of this methodology we focus on:

- Preparing and aligning the organization for change
- Understanding the system of interrelated processes
- Using fact based management (e.g. business intelligence)
- Delivering customer and stakeholder value emphasizing:

- Delivery against internal and external customer requirements
- Quantifiable impact on internal process and business requirements
- Technology enabling business process dependencies
- Elimination of non-value added activities

We chose Six Sigma since it is customer centric, data and fact driven, focuses on the process, provides discipline, requires proactive management and includes the following tools and methods:

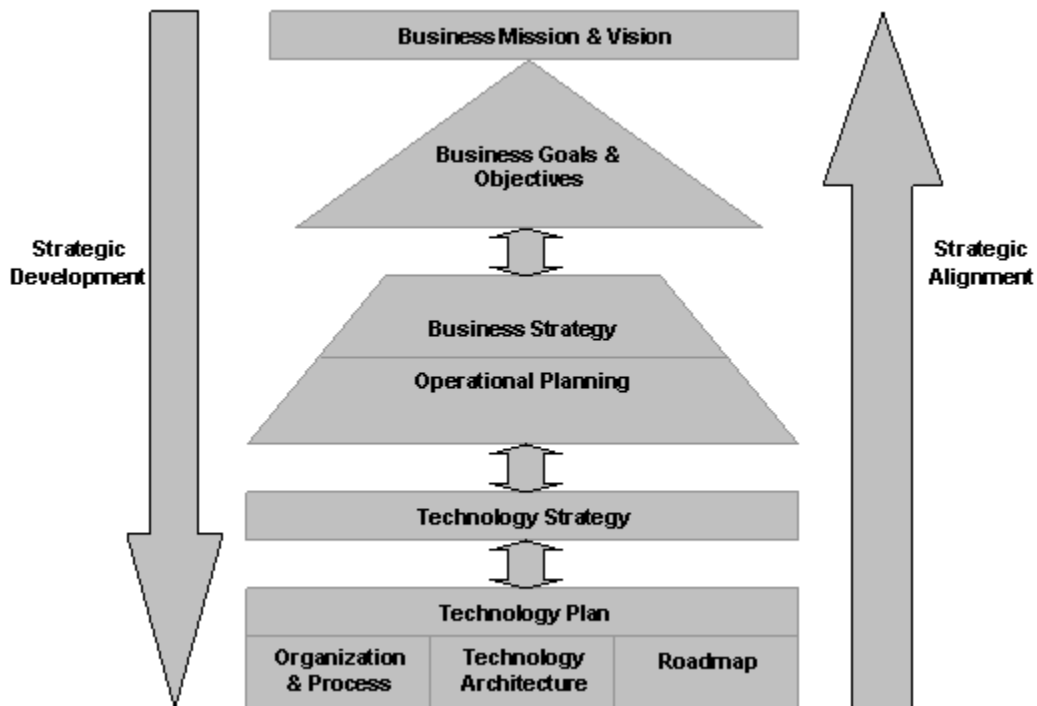
<b>Process Management</b>	Comprehensive integrated management of process
<b>Process Improvement</b>	Focused solutions to eliminate root cause of business issues
<b>Process Redesign</b>	Replace process that cannot meet requirements through improvement
<b>Voice of the Customer</b>	Performance defined based on customer requirements

<b>Balanced Scorecards/ Dashboards</b>	Measurement of quality, speed, cost
<b>Data and Fact Driven</b>	Statistically valid quantitative analysis
<b>Proactive Management</b>	Focus on early detection of problems and problem prevention
<b>End-to-End Process Focus</b>	Process goals and objectives replace functional view
<b>Linkage to Business Strategy</b>	Process goals and requirements aligned to business strategy

*Strategic Planning*

Our strategic planning methodology is widely recognized and based on extensive experience in working with public and private organizations. The methodology is time tested and incorporates the philosophy of aligning the actions of an organization to the overall strategic direction.

**Methodology Overview**



North Highland's Strategic Planning Methodology unites the mission and vision of the organization with the operational elements necessary for fulfilling a set of crucial objectives. We have a proven, systemic approach for moving the organization to focused decision making.

North Highland focuses on helping organizations:

Identify their short-term purpose and long-term ambition;

Develop specific objectives and clarify the processes to achieve them;  
Create a communication plan to unite the entire organization; and  
Design a management-reporting tool to serve as a decision support mechanism for achieving the defined objectives.

Through value chain analysis, we help our clients steer their organizations through the opportunities and threats posed by competitors, government actions, international market forces, new technology, and other factors outside their organization s control.

Following is a list of some of the planning services offered by North Highland:

- Conducting comprehensive strategic business planning
- Facilitating strategy planning and review sessions
- Conducting market and industry research, including competitive evaluation
- Developing realistic, measurable goals
- Creating executive information management systems and reporting tools
- Planning and implementing organizational change management
- Implementing activity-based management processes

## ***SIN 874-2: Facilitation Services***

North Highland Facilitation Services are designed to help organizations boost their return on human capital. Whether working with teams to facilitate collaboration to helping leadership develop and implement a strategic plan, our consultants can help organizations work better and more productively. We work with leadership and teams to develop skills, techniques and ways of thinking that they can use to increase productivity, foster innovation and take a proactive approach to problem solving.

Our session facilitators are specialists in the field and internationally recognized. With expertise in all aspects of group dynamics and collaborative processes, North Highland facilitators design creative and productive sessions to meet an organization s business need. Through our facilitation services we assist agencies in:

- the use of problem solving techniques
- resolving disputes, disagreements, and divergent views
- providing a draft for the permanent record
- defining and refining the agenda
- logistical meeting/conference support when performing technical facilitation
- recording discussion content and focusing decision-making
- debriefing and overall meeting planning
- convening and leading large and small group briefings and discussions
- preparing draft and final reports for dissemination

## **Customized Methodology**

Following careful collaboration with the meeting sponsor and key stakeholders, North Highland draws from a wealth of experience in similar sessions to develop a client-customized session design that builds team skills while creating the agreed deliverable. North Highland facilitators provide structured session agendas that integrate with your programs, team needs, and priorities.

### ***SIN 874-3: Survey Services***

Productive teams begin with a strong basis in objective data. North Highland provides a full spectrum of assessment services in support of workshop requirements, such as:

- planning survey design
- defining and refining the agenda
- determining proper survey data collection methodology
- sampling; survey development
- survey database administration
- administering surveys using various types of data collection methods
- pretest/pilot surveying
- assessing reliability and validity of data
- analyses of quantitative and qualitative survey data
- Production of reports to include, but not limited to: description and summary of results with associated graphs, charts, and tables; description of data collection and survey administration methods; discussion of sample characteristics and the representative nature of data; analysis of non-response; and briefings of results to include discussion of recommendations and potential follow-up actions

Our assessment experts are experienced in all types of survey projects, structured interviewing, focus groups, and high quality analysis and reporting of assessment data. Sample Assessment includes the following topics and methods:

- Employee surveys integrating both paper and web distribution and collection methodologies
- Stakeholder assessments that integrate surveys with structured interviews and focus group data
- Leadership capability assessments (Kouzes and Posner, Center for Creative Leadership, Lencioni, and others)
- Cultural assessments
- Emotional intelligence assessments
- Skill assessments based on client-specific competency structures
- Training needs assessment
- Communications and behavior profiling (DISC, Myers-Briggs, Birkman, and others)

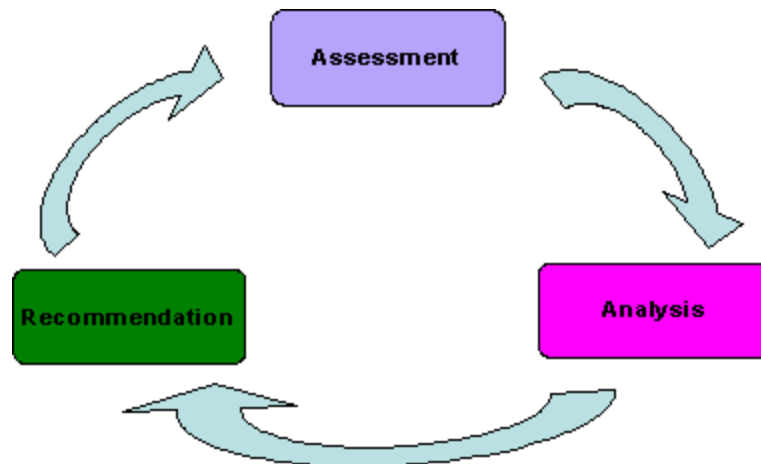
### ***SIN 874-7: Program Integration and Project Management Services***

**Independent Verification and Validation** - The purpose of an independent verification and validation (IV&V) is to provide an unbiased review and assessment of a project or process to help ensure that it is meeting its desired goals, it adheres to internally documented or recognized industry standards and guidelines, the products or deliverables are of high quality and complete, appropriate controls are defined and in place, and that the stakeholders in the process are effectively involved and aligned. This requires deep subject matter expertise in the process, project management discipline skills, and skills in change management to understand and address the organizational aspects of the project.

IV&V assessments can be performed on a wide range of processes including everything from individual project or business process review, through highly technical and specific HIPAA or corporate security reviews. North Highland has successfully performed a variety of IV&V reviews

for government and commercial clients. North Highland has developed a process, named Quality Partners, to internally perform IV&V reviews of all of our projects to help ensure quality and effectiveness in project execution. North Highland continually refines this process to adapt to the current market and requires all of our project team leaders to participate as part of their ongoing education.

The following diagram (Figure 2-1) illustrates the stages that comprise the major components of an IV&V project.



**Figure 2-1: IV&V Project Stages**

**Assessment** - During the Assessment stage of an IV&V project, information on the project, processes, people and products (or deliverables) are identified and gathered for analysis and monitoring. Interviews are conducted with stakeholders and persons executing the project and processes to gather pertinent information to understand and identify potential areas of deficiency in the project s processes and deliverables. An understanding of the purpose, goals, effectiveness of the processes, relevance of deliverables, and major issues and risks is developed. Existing process documentation and work products, including deliverables, are gathered for review. Additionally, tools and/or technologies used in the delivery process are also assessed during this stage.

**Analysis** - All processes and products are analyzed during this Analysis stage. At this time, risks and mitigation strategies, quality management and change management practices are used as key indicators to the overall project health. Additionally, controls for schedule, budget and resources are reviewed to confirm progress towards the desired end result. Based on our subject matter expertise and documented or industry standards and guidelines, comparisons are made and documented. When reviewing processes utilized on a project, each process is reviewed for completeness, efficiency and effectiveness. Some of the points considered during this analysis include:

- Is the process appropriate to deliver expected results?
- Is the process complete or are there missing steps?
- Is the process adequately documented and followed?
- Are there adequate controls in place to ensure quality and mitigate risk?
- Are the right people with the right skills and training involved in the process?

The work products and/or deliverables are reviewed for accuracy, completeness and quality. Special attention is given to adherence to standards and guidelines and whether the products or deliverables contribute to the achievement of the client s strategy and purpose.

**Recommendation** - During the Recommendation stage, gaps and deficiencies from the Analysis stage are highlighted and documented. North Highland utilizes scorecards to represent the comparisons between standards or guidelines or client needs, and the findings of our analysis. The detailed formats of these scorecards vary between the different types of IV&V projects, but all are graphic demonstrations of the findings and gaps. Based on the documented findings and gaps, appropriate recommendations are identified to close gaps or mitigate identified risks. As part of our final recommendations, North Highland provides recommendations which are balanced between the client's environment and industry leading practices to help ensure the recommendations can be implemented in that environment. These findings and recommendations are presented to the client for understanding and implementation.

Throughout the IV&V process, project management disciplines are utilized to help ensure the IV&V project is executed effectively, and that the process under review adheres to these important disciplines. The following sections describe North Highland's approach to risk management, quality management and change management.

**Risk Management** - The purpose of risk management analysis is to identify and prioritize areas of potential risk in a project; and to develop responses and strategies to mitigate these risks. If the client does not already have a risk management process in place, North Highland will assist in helping create a process which will enable the client to do so. Our approach for risk management from an IV&V perspective requires our project team to look closely at the risks that have already been identified, create new risks as a result of our analysis and work closely with the client to review and revise mitigation strategies to address each of the identified risks.

**Quality Management** - Our approach to Quality Management is designed to help ensure the project delivers the most complete and effective solution that addresses the purpose and goals of the project according to the project schedule. On long-term project reviews, we work closely with the project leadership team to define the Quality Management approach and document this approach in the project charter during project initiation. Throughout the project, regular reviews of project management and project deliverables are conducted at specified points in the work plan. Missing or inadequate deliverables are addressed in a timely manner to help ensure the effective delivery of the project. North Highland depends on its highly experienced people to review deliverables against the client's needs, as well as, provides recommendations for improvement based on its breadth of industry knowledge of leading practices in the current market. The intent is to maximize the quality of the content of the deliverable to help ensure its relevance to the end project goals.

**Change Management** - At North Highland, the term Change Management is used in reference to the softer side of major projects; that is the people, culture and organizational change brought about by the project. Likewise, the project management process of managing change to the scope of an individual project is called Scope Management (Change Control). Both of these aspects are important in the successful management of a project and are critical in providing the whole picture to the client at the end of an IV&V assessment.

**Managing Change** - Managing change is the discipline that enables an organization and its individual employees to effectively meet new and existing performance goals and is an important part of all North Highland engagements. Within our Change Management Analyze and Recommend process, we:

- Focus on the people component of the change;
- Work to understand and recommend ways to successfully align people, processes, technology, and strategy; and,
- Recommend ways to integrate Change Management activities throughout the project by:
  - Reviewing and recommending ways to build sponsorship and leadership;

- Provide recommendations on communicating with stakeholders;
- Foster ownership through quality across the project;
- If applicable, train the organization to implement the recommendations; and,
- Recommend alternatives to align the organization.

**Scope Management (Change Control):** - Scope Management helps to ensure that requested changes to the project scope are justified, measured, and approved prior to implementation. More often than not, projects are doomed from the beginning if a strong Scope Management (Change Control) process is not implemented and followed. As a task in our Assessment and Analyze processes, North Highland will review existing controls in practice for managing scope. If a standard process is not in place, we will recommend and if needed, provide a customizable Change Control process that has built in flexibility to best fit our clients needs.

Status Reports including Executive Dashboard Summary;  
 Recommendation Document with recommendations that are implementable and measurable;  
 Frequent informal meetings with project management and sponsors; and,  
 Formal delivery of findings and recommendations to Project Steering Committees or Oversight Committees (typically in the form of a presentation accompanying the written Recommendations Document).

## Labor Category Descriptions

The following describes minimum performance expectations for all North Highland consulting levels.

- Demonstrates drive to understand each client s unique business and political atmosphere with a focus on solving client problems
- Strives to exceed client expectations
- Displays integrity by being open and honest in all interactions
- Respects all confidential matters
- Exhibits sensitivity and respect for differences in individuals perspectives, personality, style, and cultural values
- Listens to and acts on constructive feedback
- Responds in a timely manner to all company-facing responsibilities (i.e., timesheets, invoices, resume updates, attendance at mandatory company meetings, interviewing, training, etc.)
- Invests time outside of client activity to pursue activities to improve self, others, and company
- Displays professionalism in regard to appearance, attitude, and timeliness in all client and office interactions
- Contributes to and effectively shares knowledge across North Highland
- Appropriately weighs both client and personal needs to achieve the best possible balance for a given situation
- Conveys a positive image of North Highland to everyone

The following describes the role and minimum professional requirements for each consulting level within North Highland.

## ***Business Analyst I***

Role: Maintains specialized knowledge of organizational issues and processes related to the best practices for implementing complex business change. Works on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of MOBIS. Performs consulting activities to assist clients in activities such as building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Education: Bachelor's Degree or equivalent  
Experience: 1 year of relevant experience.

## ***Business Analyst II***

Role: Maintains specialized knowledge of organizational issues and processes related to the best practices for implementing complex business change. Works on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of MOBIS. Performs consulting activities to assist clients in activities such as building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Education: Bachelor's Degree or equivalent  
Experience: 2 years of relevant experience.

## ***Consultant***

Role: Senior Consultants typically fill the role of Project Team Members, where their primary focus is on executing their assigned work. Individuals generally spend a *minimum* of 1-2 years at this level, depending on previous work experience and current performance, before being promoted to Manager.

Education: Bachelors Degree  
Experience: 5 years in related field

## ***Specialist***

Specialists can fill the role of Project Team Member, Subject Matter Expert, or Project Manager. Typically, however, they fill the role of Subject Matter Expert in performing work and quality assurance related to their specialty skill area, effectively balancing their time across multiple project assignments. These individuals must have deep skills in one or more specialized areas, be recognized leaders in their area, and should be comfortable and credible interacting with C-level executives. Their expertise is recognized by third party sources through certifications and associations.

Education: Minimum expectation Bachelors Degree  
Experience: >15 years in related field

Certifications: Certifications and associations expected in area of specialty (i.e., Security, Computer Networks, Information Technology Management, Business Performance Improvement).

## ***Manager***

Role: Managers can fill the role of Project Team Member or Project Manager. In addition to their own work, they should be able to plan and guide the work of others. Managers focus on

developing deep skills in one or more out of the three following areas: management of projects and people, business development, or subject matter knowledge in a specialized area. Individuals generally spend a **minimum** of 2-3 years at this level, depending on previous work experience and current performance, before being promoted to Senior Manager. There is **no maximum** time limit for this level and employees may remain here indefinitely depending on skill growth and personal career goals.

Education: Bachelors Degree  
Experience: >10 years in related field

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

## ***Senior Manager***

Role: Senior Managers can fill the role of Project Team Member, Project Manager, or Account Manager. Typically, however, they are able to fill the role of Project Manager, responsible for planning and guiding large or complex projects. All Sr. Managers must have deep skills in one or more of the three following areas: management of projects and people, business development, or subject matter knowledge in a specialized area. Individuals generally spend a **minimum** of 1-2 years at this level, depending on previous work experience and current performance, before being promoted to Principal. There is **no maximum** time limit for this level and employees may remain here indefinitely depending on skill growth and personal career goals.

Education: Bachelors Degree  
Experience: >10 years in related field

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

## ***Principal***

Principals typically fill the role of Project Manager or Account Manager. In some cases, however, they may be asked to share their experience in the role of Project Team Member. They are able to plan and guide multiple complex projects and provide thought-leadership in all roles. All Principals have deep skills in at least two of the following areas: management of projects and people, business development, and subject matter knowledge in a specialized area.

Education: Minimum expectation Bachelors Degree  
Experience: >15 years in related field

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

## ***Managing Director***

Role: Managing Directors are tasked with leadership of the company through the expertise they bring in their specialty area, which they usually fill by playing a Subject Matter Expert and through thought-leadership. They are ultimately responsible for the company's financial growth through business development, client relationships, assessment and optimization of company resources and people.

Managing Directors work hand in hand with North Highland Vice Presidents and Officers as part of the Executive Team.

Education: Minimum expectation Bachelors Degree  
Experience: >15 years in related field

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

### ***Executive Director I***

Role: Experienced in all aspects of organizational and management consulting. Manages contractual relationship with clients and maintains the authority to apply resources of the company to any project. Provides expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of MOBIS. Conducts quality assurance reviews for all aspects of key projects. Represents the organization at top-level policy and planning meetings.

Education: Advanced Degree or equivalent  
Experience: 10 years of relevant experience.

### ***Executive Director II***

Role: Experienced in all aspects of organizational and management consulting. Manages contractual relationship with clients and maintains the authority to apply resources of the company to any project. Provides expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of MOBIS. Conducts quality assurance reviews for all aspects of key projects. Represents the organization at top-level policy and planning meetings.

Education: Advanced Degree or equivalent  
Experience: 15 years of relevant experience.

### ***Executive Director III***

Role: Experienced in all aspects of organizational and management consulting. Manages contractual relationship with clients and maintains the authority to apply resources of the company to any project. Provides expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of MOBIS. Conducts quality assurance reviews for all aspects of key projects. Represents the organization at top-level policy and planning meetings.

Education: Advanced Degree or equivalent  
Experience: 20 years of relevant experience.

## Labor Rates

Rates per hour apply to the following SINs: 874-1, 874-2, 874-3, 874-7

Labor Category	Year 6	Year 7	Year 8	Year 9	Year 10
	April 6, 2009 - April 5, 2010	April 6, 2010 - April 5, 2011	April 6, 2011 - April 5, 2012	April 6, 2012 - April 5, 2013	April 6, 2013 - April 5, 2014
Executive Director III	\$269.64	\$279.62	\$289.97	\$300.70	\$311.83
Executive Director II	\$258.42	\$267.98	\$277.90	\$288.18	\$298.84
Executive Director I	\$252.80	\$262.15	\$271.85	\$281.91	\$292.34
Managing Director	\$238.04	\$246.85	\$255.98	\$265.45	\$275.27
Principal	\$220.19	\$228.34	\$236.79	\$245.55	\$254.64
Senior Manager	\$202.34	\$209.83	\$217.59	\$225.64	\$233.99
Manager	\$190.43	\$197.48	\$204.79	\$212.37	\$220.23
Specialist	\$238.04	\$246.85	\$255.98	\$265.45	\$275.27
Consultant	\$160.68	\$166.63	\$172.80	\$179.19	\$185.82
Business Analyst II	\$83.63	\$86.72	\$89.93	\$93.26	\$96.71
Business Analyst I	\$66.91	\$69.39	\$71.96	\$74.62	\$77.38

## Contact Information

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