



**GENERAL SERVICES ADMINISTRATION**  
Federal Supply Service  
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage! TM**, a menu-driven database system. The INTERNET address for **GSA Advantage! TM** is: <http://www.gsaadvantage.gov>.

**Human Resources & EEO Services (HREEO)**

FSC Group 738X, Standard Industry Group

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at

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

**Contract Number:** GS-02F-0130W

**Contract Period:** March 4, 2010 – March 03, 2020

**Modification Number:** *Mod PO-0028 dated 12/04/17*

**Refresh Number:** *Refresh 28 (CM-A553 dated 06/29/17)*

**Contractor:** Deloitte Consulting LLP  
1919 North Lynn Street  
Arlington, VA 22209-1742  
<http://www.deloitte.com>

**Contract Administration Point of Contact:**

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**Business Size:** Large

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## Customer Information

1a.	Awarded Special Item Number(s) SIN 595-21, Agency Human Capital Strategy, Policy, and Operational Planning SIN 595-2, Talent Acquisition SIN 595-3, Talent Development SIN 595-5, Compensation & Benefits	
1b.	Lowest Unit Price	See Price List
1c.	Labor Category Descriptions	See Labor Descriptions
2.	Maximum Order	\$1,000,000
3.	Minimum Order	\$100
4.	Geographic Coverage	World Wide
5.	Points of Production	As required per task order
6.	Discount from list Price Statement of Net Price	Prices are net discounted
7.	Quantity Discounts	NA
8.	Prompt Payment Terms	Net 30 Days ARO
9a.	Government Credit Card at or below micro-purchase threshold threshold	Accepted
9b.	Government Credit Card above micro-purchase threshold	Accepted
10.	Foreign Items	None
11a.	Time of Delivery	30 Days ARO
11b.	Expedited Delivery	Negotiated per order
	<i>Items available for expedited delivery are noted in this price list</i>	
11c.	Overnight and 2-day delivery	Not Applicable
11d.	Urgent Requirements <i>In accordance with clause I-FSS-140-B Deloitte Consulting shall reply to any inquiry for accelerated delivery within 3 working days after receipt of inquiry. Any telephone inquiries or replies will be confirmed by Deloitte Consulting in writing.</i>	Negotiated per order
12.	FOB Point(s)	Destination

- 13a. Ordering Address(es) Kimberly Gibson  
1919 North Lynn Street  
Arlington, VA 22209-1742  
Phone: 703-251-1642  
Mobile: 703-853-8827  
usdeloittegsacontracts@deloitte.com
- 13b. Ordering Procedures  
*For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), are found in Federal Acquisition Regulations (FAR) 8.405.3*
14. Payment Address  
  
Deloitte Consulting LLP  
Bank of America  
Account # 385015866174  
Swift# BOFAUS3N  
US ACH: 011900571  
US WIRE: 026009593  
  
Check Remittance Address  
PO Box 844717  
Dallas, TX 75284-4717  
  
For courier and Overnight Delivery  
  
Deloitte Consulting LLP  
LBX #844717  
1950 N. Stemmons Freeway  
Suite 5010  
Dallas, TX 75207  
Email remittance detail to:  
[Deloittepayments@deloitte.com](mailto:Deloittepayments@deloitte.com)  
Taxpayer ID#: 06-1454513
15. Warranty Provisions Standard Commercial Warranty  
16. Export Packing Charges Not Applicable  
17. Terms of Government Commercial Credit  
Card Acceptance None  
18. Terms and Conditions of Rental,  
Maintenance, Repair Not Applicable  
19. Terms and Conditions of Installation Not Applicable  
20a. Terms and Conditions of Repair Parts Not Applicable

20b.	Terms and Conditions for any other services	Not Applicable
21.	List of Service and Distribution Points	Not Applicable
22.	List of Participating Dealers	Not Applicable
23.	Preventive Maintenance	Not Applicable
24a.	Special Attributes Such As Environmental Attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants)	Not Applicable
24b.	If applicable, Section 508 compliance Information available on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at <a href="http://www.Section508.gov">www.Section508.gov</a> .	Not Applicable
25.	Data Universal Number System (DUNS) Number	019121586
26.	Registration in Central Contractor Registration (CCR) Database	1TTG5
27.	Uncompensated Overtime	Not Applicable



## *Contract Overview & Eligible Users of GSA Schedules*

### **Contract Overview**

The GSA has awarded Deloitte Consulting LLP a GSA Federal Supply Schedule contract for Human Resources General Support Services & EEO Services (HREEO), Contract No. **GS-02F-0130W**. The current contract period is **3/04/10 – 3/03/2020**. GSA may exercise a total of two additional 5 year option periods for a total possible period of performance of 20 years. The contract allows for the placement of Firm Fixed Price, Time and Materials and Labor Hour task orders using the labor categories and ceiling rates defined in the Deloitte contract and this catalog pricelist.

### **Authorized Negotiator, Contracts & Ordering Point of Contact**

Kimberly Gibson  
Deloitte Consulting Services LLP  
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### **Eligible Users of GSA Schedules**

This contract is available for use by all federal government agencies, as a source for Human Resources Business Services, for worldwide use. Executive agencies, other Federal agencies, mixed –ownership Government corporations, and the District of Columbia; government contractors authorized in writing by a Federal agency pursuant to 48 CFR 51.1; and other activities and organizations authorized by statute or regulation to use GSA as a source of supply may use this contract. Additionally, contractors are encouraged to accept orders received from activities within the Executive Branch of the Federal Government.

## *Firm Overview*

Deloitte Consulting LLP (“Deloitte Consulting”) is one of the world’s leading business consulting firms, providing services to transform strategy, processes, information technology, and people. With recognized industry knowledge and experience, Deloitte Consulting helps clients create, defend and/or reinvent their business and economic models by guiding them through the complexity of the digital economy.

Deloitte Consulting is a part of Deloitte Touche Tohmatsu, one of the world’s leading professional services firms, delivering world-class assurance and advisory, tax, and consulting services. Serving nearly one-fifth of the world’s largest companies as well as large national enterprises, public institutions, and successful fast-growing companies, our internationally experienced professionals deliver seamless, consistent services wherever our clients operate. Our mission is to help our clients and our people excel.

*A very different approach. For very different results.*

Deloitte Consulting has built a reputation as a client-oriented consulting firm with deep technical knowledge. Our most basic client service instincts are to team with our clients to create a shared commitment to success.

Our proactive, collegial approach to client relationships facilitates a continual understanding of our clients’ expectations. We believe that establishing such a relationship is essential to the successful and timely completion of project activities, promotion of client understanding and ownership of projects, and facilitation of a smooth transition into implementation and development efforts. By combining the objectivity, knowledge, experience, and creativity of both our clients and our consultants, we achieve better, more sustainable results.

Working with clients to create a shared sense of ownership for an engagement’s outcome helps to increase realized benefits. We encourage client representatives to serve on project teams as full-time, equal members and to personally take part in defining why the organization needs to change, what needs to change, and how to best achieve the change.

It is the combination of our collaborative relationships with clients and our programmatic and technical experience that give our clients a true advantage because:

- Clients are an integral part of our consulting projects—helping to ensure the effective transfer of knowledge and realization of the recommendations.
- We work with management and project sponsors to help them plan the implementation of their decisions.
- We focus on both the cultural and technical aspects of projects, recognizing that managing change is critical to successful implementation.

In the U.S., Deloitte Consulting draws on the expertise of more than 35,000 client service professionals and we are a leader in providing human capital/human resources services to the federal government. Deloitte Consulting supports all facets of the federal human resources life cycle, including workforce planning, recruitment and internal placement, position classification, training and functional reviews.

Deloitte Consulting has made a significant investment in building our federal human resources management capacity and expertise. Central to our focus is the Deloitte Federal Human Capital Solutions Center (Solutions Center), a key component of Deloitte’s overall strategy to provide innovative solutions to the federal government.

The professionals assigned to our Solutions Center conduct research on and develop alternative approaches to addressing some of the federal government's most pressing human resources management and transformation challenges. By utilizing effective practices from both the commercial and federal sectors, innovative ideas and model programs have been developed to help federal agencies in their efforts to make human resources management more efficient and effective. We have listened to our federal clients, and have focused much of our research and development activities on human resources management ideas and programs that are (a) practical – whether they are technical, operational or policy-oriented; (b) agency-focused – addressing the needs and concerns of various stakeholders; (c) innovative – utilizing effective practices from both commercial and federal-sector organizations; and, (d) results-driven – positively impacting the federal human resources management community and its stakeholders.

## **Staffing and Recruitment, Including Subcontractors**

Deloitte Consulting consistently deploys the right people to the right place at the right time, and has provided and will continue to provide the federal government clients unmatched human capital resources, including former federal agency human resource leaders, and hundreds of personnel whose qualifications include doctoral and masters degrees and relevant human resources certifications. Additionally, we have a well-defined process for staffing projects with global resources and a management infrastructure capable of ramping up large, complex multi-disciplinary, multi-location projects. In support of this process, we use our Deloitte Profile Search database. This database contains information on the 120,000 global practitioners across all of our entities and allows searches by practice area, industry, geography, availability, skill set, certifications, and other criteria. Our structured staffing process and well-developed support tools enable us to staff and maintain continuity on our projects.

Deloitte believes that collaborating with a small business makes good business sense for everyone. Deloitte's *Federal Small Business Program Office* (SBPO) has over 150 small businesses that have gone through the vetting process and are available for immediate deployment to support the various Deloitte industries and services. With each federal business opportunity, Deloitte utilizes the resources of this SBPO for complementary small business partnering.

## **Marketing Services to Federal Clients**

Deloitte Consulting has a dedicated Marketing and Business Development organization that will be focused on maximizing our use of the GSA HREEO Schedule. This team will create a Deloitte Consulting HREEO brochure/pricelist for use by client professionals when talking to potential federal clients. They will also hold educational sessions with our various client teams to educate them on the Schedule and how it can be used. Additionally, they will conduct general marketing activities, such as postings on our website, mailers to authorized Schedule users, etc, highlighting the HREEO Schedule award to Deloitte Consulting.



## *Services*

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

OPM defines the Agency Human Capital, Policy and Operational Plan sub-function as the development of effective human capital management strategies, enhanced policy, and plans that ensure Federal organizations are able to manage a highly qualified, productive, and diverse workforce focused on results aligned with agency mission, goals, and objectives in accordance with merit system principles.

This Function contains the following Sub-Functions A.1.1 Workforce Planning; A.1.2 Human Capital Strategy; A.1.3 Organization Design and Position Classification; A.1.4 Diversity and Inclusion; A.1.5 employee Engagement and Communications; A.1.6 Organizational Development

#### ***Workforce Planning:***

Workforce Planning is the continual, systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow (e.g., size, type, experience, knowledge, skills, mission, competencies, etc.) including the strategic succession management to strengthen current and future organization leadership capacity, to achieve organizational objectives and remain resilient to internal and environmental changes. Contractor shall provide support in systematic approaches to forecasting the future demand for and supply of employees. Examples of Workforce Planning include but are not limited to: Conducting traditional & web-based modeling and analysis of needs and future trends; and conducting human resource audits; and providing forecasting techniques through the use of experts, workforce skills assessment, trend projection and other forecasting methods.

#### ***Human Capital Strategy:***

Human capital Strategy includes identifying strategic HR needs, defining HR and business function roles and accountabilities, determining HR costs, establishing HR measures, developing /administering HR programs and policies, developing strategies for HR systems, tools, and technologies, and developing a Human Capital service delivery plan. (OPM/Federal Human Capital Business Reference Model)

Examples of Human Capital Strategy include but are not limited to: Conducting both internal and external environmental scans; assisting the development of human resources ad human capital strategies and plans; researching and validating human resources policy and practices; managing current and future work force competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.

#### ***Organization Design & Position Classification:***

Organizational Design and Position Classification involves assessing workforce composition, including the types, grades, numbers of positions, and employee skills along with workloads and work processes to align organizational and positional structure with the strategic mission and objectives of the organization.

Contractor shall provide HR Management Consulting, Position Classification, Integration, Change management, Internal Placement, and Succession Planning, and Internships. Position Classification:

Contractor shall provide support services in a range of classification functions for a variety of occupations and grades in the General Schedule, the Federal Wage System, or other Federal classification systems, in

accordance with Title 5, United States Code (USC) or other appropriate authorities.

Examples of Position Classification support include but are not limited to: Reviewing position descriptions for adequacy; implementing classification standards; preparing evaluation statements; conducting audits; counseling employees who wish to submit classification appeals; providing advice on position management, organization structure, supervisor/worker ratio and impact of mission/workload changes; and assisting in the preparation of position descriptions. Services may be provided with or without delegation of classification signature authority to line managers dependent upon agency policies and requirements.

### ***Diversity & Inclusion:***

Diversity and Inclusion involves bringing together individuals with a range of similarities and differences (including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability, religious or ethical values system, national origin, and political beliefs) to create an environment of involvement, fairness, and respect – where employees have equal access to opportunities and resources, and where the richness of ideas, experiences, backgrounds, and perspectives are harnessed to create business value.

Examples of Diversity and Inclusion work would include but not limited to providing HR Consulting, recruitment planning, workforce assessment, and assisting in the design and programs and review and integration services that maximize diversity in the workplace.

\*Function Review: Contractor shall provide a review of the human resources department and other offices relating to the implementation function outsourced. Examples include but are not limited to: The Contractor selected to perform the outsourced function meets with the human resources personnel and other personnel as necessary to gain an understanding of the environment in which the work will be performed. This includes establishing agency unique requirements and project management throughout the life cycle of the outsourced function concerning transition, project status, results, and possible recommendations for change and managing change during the contract period. Function review SHALL NOT include consultation on the business improvement process or preliminary studies under OMB Circular A-76 (GSA)

### ***Employee Engagement & Communications***

Employee engagement and communications involves enhancing employees' involvement in, commitment to, and satisfaction with organizational objectives, and developing internal communications plans to manage ongoing dialogue between the organization and its employees. (OPM/Federal Human Capital Business Reference Model)

Examples of Employee Engagement and Communications work would include but not limited to providing HR consulting services necessary to plan, and implementing programs and methodologies to enhance employee engagement, satisfaction, and effective communications, and improving individual and group dynamics, morale and team building, and internal and external social media utilization. (OPM)

### ***Organizational Development (Optimization):***

Organization Development is a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of strategies, structures, and processes that lead to organization effectiveness. (OPM/Federal Human Capital Business Reference Model)

This sub-function provides for HR Management Consulting, Change Management, and HR Process Improvement as well as transactional personnel actions that support Customer Agency goals.

OPM defines a Personnel Action as the process necessary to appoint, separate or make other personnel changes. The concept of personnel action is not specific to a single OPM Business Reference Model sub-function. Rather, it is a concept that converges with multiple activities across the BRM – activities that result in a change to employee status or other key employee data. Personnel actions related to the federal employee lifecycle from acquisition to retirement.

Examples of Personnel Actions support but are not limited to processing Standard Form 50 and related forms and documents manually and electronically to affect the full range of Federal personnel actions for SES, General Schedule, Federal Wage System, and other employee pay systems, maintaining on-line data in HR Information Systems (HRIS) and any automated personnel subsystems to include, if needed, electronic interface with finance and OPM systems; providing advice and assistance on technical matters related to employee records; preparing reports; electronic processing of resumes; providing for custody and maintenance of Official Personnel Files (OPFs); maintaining OPFs in a secured area, protected from unauthorized access in accordance with regulatory requirements; forwarding OPFs to National Records Center; and providing required employment verification. Contractor shall act in support of the program manager to connect/integrate the various functions performed by multiple Contractors. Examples include but are not limited to interconnecting the operations of different Contractors performing human resources outsourcing activities within an agency and maintaining the interconnection among Contractors and their functions while acting in a key contractor role. Examples include maintaining the interface between a Contractor performing payroll functions and another Contractor performing personnel records functions.(GSA)

## **SIN 595-2, Talent Acquisition**

OPM defines the Talent Acquisition function as the establishment of internal programs and procedures for attracting, recruiting, assessing, and selecting highly qualified, productive employees with appropriate skills and competencies, from all sectors of society, all in accordance with merit system principles.

Examples of Talent Acquisition include but are not limited to developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.

The Talent Acquisition function includes the following sub- functions: A.2.1 Talent Acquisition Management; A.2.2 Candidate Sourcing & Recruitment; A.2.3 Candidate Assessment & Selection; A.2.4 New Hire In- Processing (On- Boarding); A.2.6 Candidate Suitability; A.2.6 Security Classification & Background Investigation Support

### ***Talent Acquisition Management:***

Talent Acquisition Management includes aligning the workforce plan to business unit strategies/resource needs.

Examples of Talent Acquisition Management include but are not limited to Developing and opening job requisitions, preparing job descriptions, posting job requisitions, managing internal/external job posting websites changing/updating requisitions, interacting with hiring managers, creating applicant records, managing/tracking applicant data, archiving and retaining records of non- hires, determining competencies through job analysis, and designing assessment approach and tools. (OPM\Federal Human Capital Business

Reference Model)

Contractors shall provide HR consulting services, including planning and management support services. Providing for staffing and career counseling and On- Boarding support. Pre- Employment Screening is covered under SIN 595- 27

***Candidate Sourcing and Recruitment:***

Candidate Sourcing and Recruitment includes selecting recruiting methods, performing recruiting activities, holding/participating in recruiting events, managing recruitment vendors, recruitment branding, and candidate relationship management. (OPM\Federal Human Capital Business Reference Model) Candidate Sourcing & Recruiting includes but is not limited to providing for Executive Search services, Recruitment Systems, placement coordination, and, Career Transition Guidance, The Contractor shall provide extensive support in the field of recruitment and internal placement.

Examples of Recruitment and Internal Placement support include but are not limited to: Performing external recruitment using printed and electronic media, trade schools, job fairs and college visits paying special attention to reaching all segments of the population; managing comprehensive internal recruitment and placement programs including merit promotions, transfers of function (TOF), reassignments, temporary promotions, details, realignments, changes to lower grade, upward mobility, rotational training assignments, reductions- in- force (RIFs), and others,. Includes Internships and Mentoring Assignments.

***Candidate Assessment and Selection:***

Candidate Assessment and Selection provides for preliminary design, implementation and review of eligibility requirements and evaluation criteria and qualifications analysis and management for a wide range of special recruitment programs including: Senior Executive Service (SES), Pathways Program, Veterans' Recruitment Appointment (VRA), Schedule A Hiring Authority for Individuals with disabilities, and Student Aid programs.

Examples of Candidate Assessment and Selection include, but are not limited to: Identifying and deploying candidate selection tools, interviewing and testing applicants, and selecting/rejecting candidates based on skills, competencies, and qualifications. (OPM\Federal Human Capital Business Reference Model)

***New Hire In- Processing:***

New Hire In- Processing provides for the employment actions immediately upon the selection of a candidate and until the candidate has been fully processed into his/her new job.

Examples of New Hire In- Processing include, but are not limited to: Developing job offers, negotiating an offer, hiring a candidate, and managing and automating in- processing forms. (OPM\Federal Human Capital Business Reference Model)

*\*Provides for design and implementation of new hire In- processing and Orientation including basic training methodologies and delivery.*

***Candidate Suitability:***

A Candidate Suitability determination involves assessing whether a job candidate meets federal government criteria for employment, if there is a legal reason preventing the candidate from working in a particular federal government position, or if a person's identifiable character traits and conduct may have an impact on

the integrity or efficiency of the service.

Examples of Candidate Suitability include, but are not limited to Fitness Testing, Skills assessment, Psychological testing, aptitude assessment. \*Security Classification and Background Investigation Support.

*\*Provides administration for the preparation and documentation of formal Background Investigations including Polygraph and other testing methodologies in support of Security Clearance adjudication. (GSA) Performance and Data Security requirements are determined by the Customer Agency at the Task order Level. (GSA)*

## **SIN 595-3, Talent Development**

OPM defines the Talent Development function as the implementation and maintenance of comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

The approach is to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub- function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs (Learning Management) and evaluating the overall effectiveness of the agency's employee development approach.

Provides for the implementation and maintenance of comprehensive employee development and engagement programs to meet current and future talent demands of customer agencies and to develop and retain highly qualified, high performing and diverse talent. The function includes the following sub- functions: A.3.1 Talent Development Planning and Strategy; A3.2 Workforce Development and training; A.3.3 Learning Management.

### ***Talent Development Planning & Strategy:***

Talent Development Planning & Strategy determines talent development needs through analysis of required and available skills aligned to organizational objectives.

Examples of Talent Development Planning & Strategy work include but are not limited to: Providing advice, guidance and assistance to supervisors and employees as well as HR/personnel staff in managing self-improvement training resources, providing assistance in identifying training needs and requirements, coordinating the availability of various training programs, developmental career programs, executive leadership programs, and tuition assistance programs; encouraging participation and accountability from management and employees in the training program(s), counseling management and employees to determine the best and most cost- effective methods of meeting organizational and career developmental needs, and recommending, design, and/or conducting programs in areas related to human resources. (GSA)

### ***Workforce Development, Training & Training Devices:***

Workforce Development and Training is the creation and delivery of resources and opportunities increasing the employees' capacity to successfully perform in their roles and advance their careers. Workforce Development, Training and Training Devices also includes professional training and individual development services Such as HR Training- Leadership and management training, internships and apprenticeship programs; (off- the- shelf only). (OPM\Federal Human Capital Business Reference Model)

Examples of Workforce Development, Training and Training Devices include, but are not limited to: Conducting leadership training workshops and seminars not provided via traditional management training curricula available elsewhere, and conducting Speakers Bureau services and Leadership assessment surveys. (GSA)

***Learning Management:***

Learning Administration is the management and administration of agency talent development programs. (OPM\Federal Human Capital Business Reference Model)

Examples of Learning Management include, but are not limited to: Providing comprehensive professional support to the administration of traditional and automated Learning Management Systems (LMS), gathering and assessing of data (data analytics), reporting, testing and conducting test administration, Educational Program Research & Development, and general HR Consulting Services.

**SIN 595-5, Compensation & Benefits**

OPM defines Benefits Management as the design, development and implementation of compensation, benefit and retention programs to support customer agency mission objectives and workforce strategy. This Sub- Category provides for General Human Resources basic functions including but not limited to Payroll, Benefits Management, Workers Compensation, Unemployment Insurance Claims; and Executive Services. This function includes the following sub- functions A.5.1 Compensation Management; A.5.2 Work Schedule and Leave Administration; A.5.3 Benefits Management; A.5.4 Work- Life Wellness/Employee Assistance Programs and Social Services.

***Compensation Management:***

Compensation Management designs, develops, and implements compensation policies and programs that attract, retain, and equitably compensate employees in accordance with law and regulations. Develops and implements strategic and cost- effective use of pay flexibilities to address agency recruitment and retention needs in support of their missions and goals. Compensation Management ensures policies, programs, and human resources, payroll, and time and attendance systems support accurate and timely pay for employees. Examples of Compensation Management work include, but are not limited to: Providing administrative and Management support in the planning and adoption of non- discretionary (government- wide) agency discretionary and alternative compensation programs that are fair, equitable and promote employee retention and the designing and planning of programs for award and bonus payout strategies and payroll processing, employee and third party disbursements, and payroll reconciliation. (OPM)

***Work Schedule and Leave Administration:***

Work Schedule and Leave Management designs, develops, and implements work schedules and leave policies and programs that attract, retain, and meet the work- life needs of employees in accordance with law and regulations. Develops and implements policies to administer leave and work schedules in support of agency missions and goals. Ensures policies, programs, and human resources, payroll, and time and attendance systems support accurate and timely benefits for employees.

Examples of Work Schedule and Leave Administration work include, but are not limited to: Providing consulting and program management services in support of the creation of work schedules that may also include approval and recording systems that reconcile leave accrued and leave taken. (OPM)

***Benefits Administration:***

Benefits Management is the process of establishing and maintaining non- wage compensations for the employees of the organization, managing the day- to- day operations of group benefits programs and employee enrollment, processing claims, and performing benefits reconciliation. Employee benefits typically include but are not limited to medical insurance and individual retirement accounts (IRAs).

Examples of Benefits Administration work include, but are not limited to: Consulting and management support services to insure proper determination, allocation, and disbursement of employee benefits including the processing and adjudication of workers compensation claims. (OPM)

***Workers' Compensation:***

Workers Compensation involves the management of claims processing under the Federal Employees' Compensation Act (FECA) pursuant to the Department of Labor, Office of Workers' Compensation Program (OWCP).

Examples of Workers Compensation Benefits Administration work include, but are not limited to: Providing technical and managerial assistance; monitoring hearing and appeal responses; counseling claimants in filing injury reports and establishing the essential elements of the claim; developing training programs for employees and management; developing return- to- work strategies; and claims re- validation assessments and administrative inquiries to confirm or refute suspicions or allegations of invalid claim status. (GSA)

***Work-Life Wellness/Employee Assistance Programs:***

Work- life Wellness and Employee Assistance Programming is the managing of organizational services that help employees work through various life challenges that may adversely affect job performance, health, and personal well- being to optimize organizational success and work- like wellness. EAP services include employee assessments, counseling, and referrals for additional services to address personal and/or work- related concerns, such as stress, financial issues, legal issues, family problems, office conflicts, and alcohol or other substance abuse. (OPM\Federal Human Capital Business Reference Model)

Examples of Work- Life Wellness/Employee Assistance work include, but are not limited to: Providing comprehensive employee assistance and related social and behavioral health counseling and readjustment services including, traditional EAP, vocational and psychosocial rehabilitation, physical/occupational/educational therapy and outpatient recovery; personal and family support, wellness coaching, psychotherapy, including homeless counseling and placement services, emergency response and social advocacy services, educational and public health program administration, service registries (employment, daycare, etc.); legal, benefit/compensation consultation in the areas of individual and family personal and financial enhancement. Other support services are available under SIN 595-28.

## GROUP 1 HR TECHNOLOGY

### *Deloitte Consulting LLP Labor Category Descriptions*

#### Experience Substitutions

H.S. Diploma +4 years additional experience	Equals	Bachelors
Bachelors Degree + 2 years additional experience	Equals	Masters Degree
Masters Degree + 4 years or Bachelors Degree + 6 years additional experience	Equals	PH.D

#### Education Substitutions

A Ph.D may be substituted for 4 years of required experience with a Masters Degree or 6 years with a Bachelors Degree.

A Masters Degree may be substituted for 2 years of required experience with a Bachelors Degree.

A Bachelors Degree may be substituted for 4 years of required experience with a H.S Diploma.

#### **HRT Partner/Principal/Director III, (PPD III):**

**General Experience** A Partner III requires a minimum of 12 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner III works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner III is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project’s life cycle.

**Functional Responsibility** A Partner III provides strong executive level management and direction. A Partner III has served in this position for several years and possesses a broad understanding of the client’s industry. A Partner III not only brings a thorough understanding of the client’s industry, but also has an extensive tool set of skills to solve the client’s problems. A Partner III knows the client’s industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner III provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte’s Quality Assurance and Risk Assessment Program deployed on all large engagements.

#### **Minimum Education: Bachelor’s or equivalent**

#### **HRT Partner/Principal/Director II, (PPD II):**

**General Experience** A Partner II requires a minimum of 11 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner II works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy



for addressing them. A Partner II is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

**Functional Responsibility** A Partner II provides strong executive level management and direction. A Partner II has served in this position for several years and possesses a broad understanding of the client's industry. A Partner II not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner II knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner II provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

**Minimum Education: Bachelor's or equivalent**

### **HRT Partner/Principal/Director I, (PPD I):**

**General Experience** A Partner I requires a minimum of 10 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner I works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner I is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

**Functional Responsibility** A Partner I provides strong executive level management and direction. A Partner I has served in this position for several years and possesses a broad understanding of the client's industry. A Partner I not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner I knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner I provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

**Minimum Education: Bachelor's or equivalent**

### **HRT Senior Manager III:**

**General Experience** A Senior Manager III requires a minimum of 10 years of consulting and/or directly relevant industry experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager III

maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager III provides strong senior-level management and has served in this position for several years. A Senior Manager III has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager III assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager III is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRT Senior Manager II:**

**General Experience** A Senior Manager II requires a minimum of 9 years of consulting and/or directly relevant industry experience. Experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager II maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager II provides strong senior-level management and has served in this position for several years. A Senior Manager II has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager II assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager II is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRT Senior Manager I:**

**General Experience** A Senior Manager I requires a minimum of 8 years of consulting and/or directly relevant industry experience. Experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager I maintains responsibility for managing the project team and daily operations of project development and

fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager I provides strong senior-level management and has served in this position for several years. A Senior Manager I has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager I assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager I is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRT Manager III:**

**General Experience** A Manager III is an experienced Manager that has a minimum of seven years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager III maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager III provides strong management and direction, and is focused on high performance work. A Manager III has served in this position for several years and has extensive consulting experience and industry focus. A Manager III assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager III also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## **HRT Manager II:**

**General Experience** A Manager II is an experienced Manager that has a minimum of six years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs,

experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager II maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager II provides strong management and direction, and is focused on high performance work. A Manager II has served in this position for several years and has extensive consulting experience and industry focus. A Manager II assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager II also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## **HRT Manager I:**

**General Experience** A Manager I is an experienced Manager that has a minimum of five years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager I maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager I provides strong management and direction, and is focused on high performance work. A Manager I has served in this position for several years and has extensive consulting experience and industry focus. A Manager I assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager I also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## HRT Senior Consultant III

**General Experience** A Senior Consultant III is an experienced senior consultant that has a minimum of four years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant III is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant III demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant III provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant III contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant III also participates in organizational assessments, and leads performance measures and indicators analysis.

**Minimum Education: Bachelor's or equivalent**

## HRT Senior Consultant II

**General Experience** A Senior Consultant II is an experienced senior consultant that has a minimum of three years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant II is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant II demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant II provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant II contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or

statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant II also participates in organizational assessments, and leads performance measures and indicators analysis.

**Minimum Education: Bachelor's or equivalent**

## **HRT Senior Consultant I**

**General Experience** A Senior Consultant I is an experienced senior consultant that has a minimum of two years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant I is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant I demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant I provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant I contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant I also participates in organizational assessments, and leads performance measures and indicators analysis.

**Minimum Education: Bachelor's or equivalent**

## **HRT Consultant III:**

**General Experience** A Consultant III requires a minimum of two years in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant III provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant III provides analytical and program support, and is focused on high

performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant III may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRT Consultant II:**

**General Experience** A Consultant II requires a minimum of one year in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant II provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant II provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant II may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRT Consultant I:**

**General Experience** A Consultant I requires some experience in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant I provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant I provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively

engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant I may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRT Business Analyst III:**

**General Experience** A Business Analyst III requires a minimum of one year experience in the analytical field or other related work experience. A Business Analyst III provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst III is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst III provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst III also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

## **Minimum Education: Bachelor's or equivalent**

### **HRT Business Analyst II:**

**General Experience** A Business Analyst II requires some experience in the analytical field or other related work experience. A Business Analyst II provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst II is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst II provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst II also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

## **Minimum Education: Bachelor's or equivalent**



## **HRT Business Analyst I:**

**General Experience** A Business Analyst I at a minimum has a high school diploma or related discipline. A Business Analyst I provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst I is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst I provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst I also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

**Minimum Education: High School Diploma**

***Deloitte Consulting LLP - Billing Rates  
Contract Base Period, Contract Year 5  
October 20, 2014 - March 3, 2015  
Contract: GS-02F-0130W***

Group 1 HR Technology labor categories and rates were added via Modification #PO-0020

SIN 595-21, Agency Human Capital Strategy, Policy, and Operational Planning  
SIN 595-2, Talent Acquisition  
SIN 595-3, Talent Development  
SIN 595-5, Compensation & Benefits

GROUP 1 HR TECHNOLOGY	10/20/14 – 03/03/15
1. HRT Partner/Principal/Director III (G1)	\$292.19
2. HRT Partner/Principal/Director II (G1)	\$269.02
3. HRT Partner/Principal/Director I (G1)	\$250.88
4. HRT Senior Manager III (G1)	\$231.23
5. HRT Senior Manager II (G1)	\$221.66
6. HRT Senior Manager I (G1)	\$216.62
7. HRT Manager III (G1)	\$211.59
8. HRT Manager II (G1)	\$201.51
9. HRT Manager I (G1)	\$190.43
10. HRT Senior Consultant III (G1)	\$179.85
11. HRT Senior Consultant II (G1)	\$170.28
12. HRT Senior Consultant I (G1)	\$161.21
13. HRT Consultant III (G1)	\$148.11
14. HRT Consultant II (G1)	\$141.06
15. HRT Consultant I (G1)	\$136.02
16. HRT Business Analyst III (G1)	\$129.97
17. HRT Business Analyst II (G1)	\$123.48
18. HRT Business Analyst I (G1)	\$ 89.92

- Escalation is 4% per annum
- Billing rates include 0.75% IFF

***Deloitte Consulting LLP - Billing Rates***  
***Contract Option Period 1, Contract Years 6 through 10***  
***March 4, 2015 - March 3, 2020***  
***Contract: GS-02F-0130W***

Group 1 HR Technology labor categories and rates

SIN 595-21, Agency Human Capital Strategy, Policy, and Operational Planning  
 SIN 595-2, Talent Acquisition  
 SIN 595-3, Talent Development  
 SIN 595-5, Compensation & Benefits

GROUP 1 - HR TECHNOLOGY	Option Period 1 (OP1) - Contract Years 6 through 10 (CY 6-10)				
	OP1-CY6	OP1-CY7	OP1-CY8	OP1-CY9	OP1-CY10
	03/04/15 03/03/16	03/04/16 03/03/17	03/04/17 03/03/18	03/04/18 03/03/19	03/04/19 03/03/20
GSA Category					
HRT Partner/Principal/Director III (G1)	\$292.19	\$303.88	\$316.04	\$328.68	\$328.68
HRT Partner/Principal/Director II (G1)	\$269.02	\$279.78	\$290.97	\$302.61	\$314.71
HRT Partner/Principal/Director I (G1)	\$250.88	\$260.92	\$271.36	\$282.21	\$293.50
HRT Senior Manager III (G1)	\$231.23	\$240.48	\$250.10	\$260.10	\$270.50
HRT Senior Manager II (G1)	\$221.66	\$230.53	\$239.75	\$249.34	\$259.31
HRT Senior Manager I (G1)	\$216.62	\$225.29	\$234.30	\$243.67	\$253.42
HRT Manager III (G1)	\$211.59	\$220.05	\$228.85	\$238.00	\$247.52
HRT Manager II (G1)	\$201.51	\$209.57	\$217.95	\$226.67	\$235.74
HRT Manager I (G1)	\$190.43	\$198.05	\$205.97	\$214.21	\$222.78
HRT Sr Consultant III (G1)	\$179.85	\$187.04	\$194.52	\$202.30	\$202.30
HRT Sr Consultant II (G1)	\$170.28	\$177.09	\$184.17	\$191.54	\$199.20
HRT Sr Consultant I (G1)	\$161.21	\$167.66	\$174.37	\$181.34	\$188.59
HRT Consultant III (G1)	\$148.11	\$154.04	\$160.20	\$160.20	\$160.20
HRT Consultant II (G1)	\$141.06	\$146.70	\$152.57	\$158.67	\$158.67
HRT Consultant I (G1)	\$136.02	\$141.46	\$147.12	\$153.00	\$159.12
HRT Business Analyst III (G1)	\$129.97	\$135.17	\$140.58	\$146.20	\$152.05
HRT Business Analyst II (G1)	\$123.48	\$128.42	\$133.56	\$138.90	\$144.46
HRT Business Analyst I (G1)	\$88.92	\$92.47	\$96.17	\$100.02	\$104.02

- Escalation is 4% per annum
- Billing rates include 0.75% IFF

## GROUP 2 HR CONSULTING

### *Deloitte Consulting LLP Labor Category Descriptions*

#### Experience Substitutions

H.S. Diploma +4 years additional experience	Equals	Bachelors
Bachelors Degree + 2 years additional experience	Equals	Masters Degree
Masters Degree + 4 years or Bachelors Degree + 6 years additional experience	Equals	PH.D

#### Education Substitutions

A Ph.D may be substituted for 4 years of required experience with a Masters Degree or 6 years with a Bachelors Degree.

A Masters Degree may be substituted for 2 years of required experience with a Bachelors Degree.

A Bachelors Degree may be substituted for 4 years of required experience with a H.S Diploma.

#### **HRC Partner/Principal/Director III, (PPD III):**

**General Experience** A Partner III requires a minimum of 12 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner III works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner III is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project’s life cycle.

**Functional Responsibility** A Partner III provides strong executive level management and direction. A Partner III has served in this position for several years and possesses a broad understanding of the client’s industry. A Partner III not only brings a thorough understanding of the client’s industry, but also has an extensive tool set of skills to solve the client’s problems. A Partner III knows the client’s industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner III provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte’s Quality Assurance and Risk Assessment Program deployed on all large engagements.

#### **Minimum Education: Bachelor’s or equivalent**

#### **HRC Partner/Principal/Director II, (PPD II):**

**General Experience** A Partner II requires a minimum of 11 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner II works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy

for addressing them. A Partner II is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

**Functional Responsibility** A Partner II provides strong executive level management and direction. A Partner II has served in this position for several years and possesses a broad understanding of the client's industry. A Partner II not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner II knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner II provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

**Minimum Education: Bachelor's or equivalent**

### **HRC Partner/Principal/Director I, (PPD I):**

**General Experience** A Partner I requires a minimum of 10 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner I works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner I is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

**Functional Responsibility** A Partner I provides strong executive level management and direction. A Partner I has served in this position for several years and possesses a broad understanding of the client's industry. A Partner I not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner I knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner I provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

**Minimum Education: Bachelor's or equivalent**

### **HRC Senior Manager III:**

**General Experience** A Senior Manager III requires a minimum of 10 years of consulting and/or directly relevant industry experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager III

maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager III provides strong senior-level management and has served in this position for several years. A Senior Manager III has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager III assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager III is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRC Senior Manager II:**

**General Experience** A Senior Manager II requires a minimum of 9 years of consulting and/or directly relevant industry experience. Experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager II maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager II provides strong senior-level management and has served in this position for several years. A Senior Manager II has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager II assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager II is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRC Senior Manager I:**

**General Experience** A Senior Manager I requires a minimum of 8 years of consulting and/or directly relevant industry experience. Experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager I maintains responsibility for managing the project team and daily operations of project development and

fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

**Functional Responsibility** A Senior Manager I provides strong senior-level management and has served in this position for several years. A Senior Manager I has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager I assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager I is also involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

**Minimum Education: Bachelor's or equivalent**

## **HRC Manager III:**

**General Experience** A Manager III is an experienced Manager that has a minimum of seven years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager III maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager III provides strong management and direction, and is focused on high performance work. A Manager III has served in this position for several years and has extensive consulting experience and industry focus. A Manager III assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager III also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## **HRC Manager II:**

**General Experience** A Manager II is an experienced Manager that has a minimum of six years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs,

experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager II maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager II provides strong management and direction, and is focused on high performance work. A Manager II has served in this position for several years and has extensive consulting experience and industry focus. A Manager II assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager II also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## **HRC Manager I:**

**General Experience** A Manager I is an experienced Manager that has a minimum of five years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager I maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

**Functional Responsibility** A Manager I provides strong management and direction, and is focused on high performance work. A Manager I has served in this position for several years and has extensive consulting experience and industry focus. A Manager I assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall

project performance. A Manager I also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

**Minimum Education: Bachelor's or equivalent**

## **HRC Senior Consultant III**



**General Experience** A Senior Consultant III is an experienced senior consultant that has a minimum of four years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant III is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant III demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant III provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant III contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant III also participates in organizational assessments, and leads performance measures and indicators analysis.

**Minimum Education: Bachelor's or equivalent**

## **HRC Senior Consultant II**

**General Experience** A Senior Consultant II is an experienced senior consultant that has a minimum of three years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant II is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant II demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant II provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant II contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A

Senior Consultant II also participates in organizational assessments, and leads performance measures and indicators analysis.

## **Minimum Education: Bachelor's or equivalent**

### **HRC Senior Consultant I**

**General Experience** A Senior Consultant I is an experienced senior consultant that has a minimum of two years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant I is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant I demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

**Functional Responsibility** A Senior Consultant I provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant I contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. Serves as a senior-level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant I also participates in organizational assessments, and leads performance measures and indicators analysis.

## **Minimum Education: Bachelor's or equivalent**

### **HRC Consultant III:**

**General Experience** A Consultant III requires a minimum of two years in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant III provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant III provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant III may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRC Consultant II:**

**General Experience** A Consultant II requires a minimum of one year in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant II provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant II provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant II may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRC Consultant I:**

**General Experience** A Consultant I requires some experience in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant I provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

**Functional Responsibility** A Consultant I provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant I may also participate in organizational assessments, and performance measures and indicators.

## **Minimum Education: Bachelor's or equivalent**

### **HRC Business Analyst III:**

**General Experience** A Business Analyst III requires a minimum of one year experience in the analytical field or

other related work experience. A Business Analyst III provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst III is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst III provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst III also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

**Minimum Education: Bachelor's or equivalent**

## **HRC Business Analyst II:**

**General Experience** A Business Analyst II requires some experience in the analytical field or other related work experience. A Business Analyst II provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst II is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst II provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst II also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

**Minimum Education: Bachelor's or equivalent**

## **HRC Business Analyst I:**

**General Experience** A Business Analyst I at a minimum has a high school diploma or related discipline. A Business Analyst I provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst I is also expected to be proficient in Deloitte Consulting's approved consulting tools.

**Functional Responsibility** A Business Analyst I provides analytical support while serving to help identify the

scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst I also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

**Minimum Education: High School Diploma**

***Deloitte Consulting LLP - Billing Rates  
Contract Base Period, Contract Year 5  
October 20, 2014 - March 3, 2015  
Contract: GS-02F-0130W***

Group 2 HR Consulting labor categories and rates were added via Modification #PO-0020

SIN 595-21, Agency Human Capital Strategy, Policy, and Operational Planning  
SIN 595-2, Talent Acquisition  
SIN 595-3, Talent Development  
SIN 595-5, Compensation & Benefits

<b>GROUP 2 HR CONSULTING</b>	<b>10/20/14 – 03/03/15</b>
1. HRC Partner/Principal/Director III (G2)	\$383.36
2. HRC Partner/Principal/Director II (G2)	\$358.69
3. HRC Partner/Principal/Director I (G2)	\$334.51
4. HRC Senior Manager III (G2)	\$308.31
5. HRC Senior Manager II (G2)	\$294.89
6. HRC Senior Manager I (G2)	\$287.03
7. HRC Manager III (G2)	\$282.12
8. HRC Manager II (G2)	\$264.27
9. HRC Manager I (G2)	\$245.75
10. HRC Senior Consultant III (G2)	\$239.80
11. HRC Senior Consultant II (G2)	\$193.90
12. HRC Senior Consultant I (G2)	\$186.45
13. HRC Consultant III (G2)	\$181.36
14. HRC Consultant II (G2)	\$172.91
15. HRC Consultant II (G2)	\$166.26
16. HRC Business Analyst III (G2)	\$143.26
17. HRC Business Analyst II (G2)	\$125.94
18. HRC Analyst I (G2)	\$89.92

- Escalation is 4% per annum
- Billing rates include 0.75% IFF

***Deloitte Consulting LLP - Billing Rates  
Contract Option Period 1, Contract Years 6 through 10  
March 4, 2015 - March 3, 2020  
Contract: GS-02F-0130W***

Group 2 HR Consulting labor categories and rates

SIN 595-21, Agency Human Capital Strategy, Policy, and Operational Planning  
SIN 595-2, Talent Acquisition  
SIN 595-3, Talent Development  
SIN 595-5, Compensation & Benefits

GROUP 2 - HR CONSULTING	Option Period 1 (OP1) - Contract Years 6 through 10 (CY 6-10)				
	OP1-CY6	OP1-CY7	OP1-CY8	OP1-CY9	OP1-CY10
	03/04/15 03/03/16	03/04/16 03/03/17	03/04/17 03/03/18	03/04/18 03/03/19	03/04/19 03/03/20
GSA Category					
HRC Partner/Principal/Director III (G2)	\$383.36	\$398.70	\$414.65	\$431.24	\$448.49
HRC Partner/Principal/Director II (G2)	\$358.69	\$373.04	\$387.96	\$403.48	\$419.62
HRC Partner/Principal/Director I (G2)	\$334.51	\$347.89	\$361.81	\$376.28	\$391.33
HRC Senior Manager III (G2)	\$308.31	\$320.64	\$333.47	\$346.81	\$360.68
HRC Senior Manager II (G2)	\$294.89	\$306.69	\$318.96	\$331.72	\$344.99
HRC Senior Manager I (G2)	\$287.03	\$298.51	\$310.45	\$322.87	\$335.78
HRC Manager III (G2)	\$282.12	\$293.40	\$305.14	\$317.35	\$330.04
HRC Manager II (G2)	\$264.27	\$274.84	\$285.83	\$297.26	\$309.15
HRC Manager I (G2)	\$245.75	\$255.58	\$265.80	\$276.43	\$287.49
HRC Sr Consultant III (G2)	\$239.80	\$249.39	\$259.37	\$269.74	\$280.53
HRC Sr Consultant II (G2)	\$193.90	\$201.66	\$209.73	\$218.12	\$226.84
HRC Sr Consultant I (G2)	\$186.45	\$193.90	\$201.66	\$209.73	\$218.12
HRC Consultant III (G2)	\$181.36	\$188.61	\$196.15	\$204.00	\$212.16
HRC Consultant II (G2)	\$172.91	\$179.82	\$187.01	\$194.49	\$202.27
HRC Consultant I (G2)	\$166.26	\$172.91	\$179.83	\$187.02	\$194.50
HRC Business Analyst III (G2)	\$143.26	\$149.00	\$154.96	\$161.16	\$167.61
HRC Business Analyst II (G2)	\$125.94	\$130.98	\$136.22	\$141.67	\$147.34
HRC Business Analyst I (G2)	\$88.92	\$92.47	\$96.17	\$100.02	\$104.02

- Escalation is 4% per annum
- Billing rates include 0.75% IFF

## LABOR CATEGORIES AND RATES FROM 03/04/10 THROUGH 10/19/14

Labor Category	Base Period – Year #1 3/04/10 - 3/03/11	Base Period – Year #2 3/04/11 - 3/03/12	Base Period – Year #3 3/04/12 - 3/03/13	Base Period – Year #4 3/04/13 - 3/03/14	Base Period – Year #5 3/04/14 - 10/19/14
Partner/Principal/Director II	\$336.51	\$349.97	\$363.96	\$378.52	\$393.66
Partner/Principal/Director I*	NA	NA	NA	\$372.86	\$387.77
Senior Manager II	\$296.21	\$308.05	\$320.38	\$333.19	\$346.52
Senior Manager I*	NA	NA	NA	\$290.13	\$301.74
Manager II	\$251.88	\$261.95	272.43	\$283.33	\$294.66
Manager I*	NA	NA	NA	\$242.53	\$252.23
Senior Consultant II	201.50	\$209.56	\$217.94	\$226.66	\$235.73
Senior Consultant I*	NA	NA	NA	\$177.93	\$185.05
Consultant I	\$141.05	\$146.69	\$152.56	\$158.66	\$165.01
Jr. Consultant*	NA	NA	NA	\$155.26	\$161.47
Business Analyst I	\$116.87	\$121.54	\$126.41	\$131.46	\$136.72
Jr. Business Analyst*	NA	NA	NA	\$ 81.60	\$ 84.86

- Escalation is 4% per annum
- Billing rates include 0.75% IFF

*Labor Categories added prior to Modification # PO-0020*



## *G-FSS-920 Ordering Procedures for Services (Requiring a Statement of Work) (May 2000)*

GSA has established special ordering procedures for services that require a Statement of Work. These special ordering procedures take precedence over the procedures in FAR 8.404 (b)(2) through (b)(3).

GSA has determined that the prices for services contained in the contractor's price list applicable to this Schedule are fair and reasonable. However, the ordering office using this contract is responsible for considering the level of effort and mix of labor proposed to perform a specific task being ordered and for making a determination that the total firm-fixed price or ceiling price is fair and reasonable.

(a) When ordering services, ordering offices shall—

(1) Prepare a Request (Request for Quote or other communication tool):

- (i) A statement of work (a performance-based statement of work is preferred) that outlines, at a minimum, the work to be performed, location of work, period of performance, deliverable schedule, applicable standards, acceptance criteria, and any special requirements (i.e., security clearances, travel, special knowledge, etc.) should be prepared.
- (ii) The request should include the statement of work and request the contractors to submit either a firm-fixed price or a ceiling price to provide the services outlined in the statement of work. A firm-fixed price order shall be requested, unless the ordering office makes a determination that it is not possible at the time of placing the order to estimate accurately the extent or duration of the work or to anticipate cost with any reasonable degree of confidence. When such a determination is made, a labor hour or time-and-materials proposal may be requested. The firm-fixed price shall be based on the prices in the schedule contract and shall consider the mix of labor categories and level of effort required to perform the services described in the statement of work. The firm-fixed price of the order should also include any travel costs or other direct charges related to performance of the services ordered, unless the order provides for reimbursement of travel costs at the rates provided in the Federal Travel or Joint Travel Regulations. A ceiling price must be established for labor-hour and time-and-materials orders.
- (iii) The request may ask the contractors, if necessary or appropriate, to submit a project plan for performing the task, and information on the contractor's experience and/or past performance performing similar tasks.
- (iv) The request shall notify the contractors what basis will be used for selecting the contractor to receive the order. The notice shall include the basis for determining whether the contractors are technically qualified and provide an explanation regarding the intended use of any experience and/or past performance information in determining technical qualification of responses.

- (2) Transmit the Request to Contractors:
  - (i) Based upon an initial evaluation of catalogs and price lists, the ordering office should identify the contractors that appear to offer the best value (considering the scope of services offered, pricing and other factors such as contractors' locations, as appropriate).
  - (ii) The request should be provided to three (3) contractors if the proposed order is estimated to exceed the micro-purchase threshold, but not exceed the maximum order threshold. For proposed orders exceeding the maximum order threshold, the request should be provided to additional contractors that offer services that will meet the agency's needs. Ordering offices should strive to minimize the contractors' costs associated with responding to requests for quotes for specific orders. Requests should be tailored to the minimum level necessary for adequate evaluation and selection for order placement. Oral presentations should be considered, when possible.
- (3) Evaluate Responses and Select the Contractor to Receive the Order: After responses have been evaluated against the factors identified in the request, the order should be placed with the schedule contractor that represents the best value. (See FAR 8.404)

For orders requiring travel or other expenses, these are considered *open market items* (items not priced in this schedule) and FAR part 31 will apply.

## *Blanket Purchase Agreement*

Ordering activities may establish BPAs under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPAs and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

- The scope and complexity of the requirement(s);
- The need to periodically compare multiple technical approaches or prices;
- The administrative costs of BPAs; and
- The technical qualifications of the schedule contractor(s).

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (e.g. estimated quantities, work to be performed), delivery locations, and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:

**Single BPA.** If the ordering activity establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.

**Multiple BPAs.** If the ordering activity establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

- Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
- Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

**BPAs for hourly rate services.** If the BPA is for hourly rate services, the ordering activity shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

**Duration of BPAs.** BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA's period of performance.

**Review of BPAs:**

The ordering activity that established the BPA shall review it at least once a year to determine whether:

- The schedule contract, upon which the BPA was established, is still in effect;
- The BPA still represents the best value (see 8.404(d)); and
- Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.

The ordering activity shall document the results of its review.

## *USA Commitment to Promote Small Business Participation Procurement Programs*

### **Preamble**

Deloitte Consulting LLP provides commercial products and services to ordering activities. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

### **Commitment**

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrates our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business who will supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., that will seek to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in ordering activity contracts. To accelerate potential opportunities please contact: Joyce Harris; Phone: 202-378-5448; [email: jharris@deloitte.com](mailto:jharris@deloitte.com)



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