

# **DELAWARE IT STAFF AUGMENTATION SUBCONTRACTOR AGREEMENT**

Version 3

THIS AGREEMENT, made this \_\_\_\_\_ day of \_\_\_\_\_ (“Effective Date”), by and between COMPUTER AID, INC., with offices at 3801 Paxton Street, Harrisburg, PA, and Corporate Headquarters at 1390 Ridgeview Drive, Allentown, PA, 18104 (“Contractor”) and \_\_\_\_\_ (“Subcontractor”)

## WITNESSETH:

WHEREAS, the Contractor has entered into a contract with the State of Delaware (the "Customer") to provide certain information technology staff augmentation services under the Delaware IT Staff Augmentation Contract; and

WHEREAS, the Contractor wishes to hire the Subcontractor to perform certain information technology staff augmentation services on an as-needed basis relating to the Contractor's aforementioned contract with the Customer (such software, including all know-how, trade secrets, copyrights, and patentable inventions relating thereto, being hereinafter referred to collectively as the "Program Materials"); and

WHEREAS, both the Contractor and the Subcontractor desire to set forth in writing the terms and conditions of their agreement, including their respective rights as to the Program Materials.

NOW, THEREFORE, in consideration of the premises hereof and the mutual covenants and conditions hereinafter set forth and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto, intending to be legally bound hereby agree as follows:

1. Information Technology Services. On the terms and conditions set forth herein, Contractor hereby engages Subcontractor to perform information technology staff augmentation services for the Project in which the Contractor is engaged with the Customer, during the term hereof, and Subcontractor hereby accepts such engagement. Subcontractor agrees to use its best efforts, at a level consistent with entities having a similar level of experience and expertise in the IT industry, in the performance of the services called for hereunder. Upon selection by Contractor, in its sole discretion, of any one or more Subcontractor Employees, Contractor shall provide required information for each requirement in accordance with the procedures set forth in Exhibit A. Information will include the following:

- (i) the name(s) of the Subcontractor Employee(s) needed by Contractor (each, an “Assigned Employee”);
- (ii) the name and location of the Contractor Customer for which the Assigned Employee shall work;
- (iii) the description of skills requested;
- (iv) the nature of the work to be performed by each Assigned Employee;
- (v) the time period for which Contractor will utilize each Assigned Employee; and
- (vi) the hourly fee which Contractor will pay shall be in accordance with the Rate Schedule in Exhibit B.

1.1 If a Subcontractor employee begins work at Customer, and the Customer determines within the first week (5 business days) that the Subcontractor employee does not have the

skills or capabilities necessary to complete the job as requested in the original requirement, the Customer may request that the resource be replaced immediately, and Contractor shall not pay for the work conducted by the unacceptable Subcontractor employee. Contractor shall also require that the Subcontractor's replacement employee be provided at no charge for the first 5 days of work after replacing the inadequate resource. Further, in the event the Subcontractor is unable to provide an adequate replacement employee and it is necessary for the Contractor to obtain a replacement employee from another subcontractor, Subcontractor shall reimburse the cost of the third party replacement employee pursuant to an invoice which shall be issued by the Contractor for the equivalent of the first five (5) days of the replacement's approved time.

2. Term of Agreement. The term of this Agreement shall be for the duration of one (1) year. This Agreement will renew automatically for a period of one (1) year at the end of each term unless either party provides written notice to the other party of its desire to terminate the Agreement no less than thirty (30) days prior to the expiration of the preceding term. Subcontractor is a non-exclusive provider to Contractor. Absent the execution of a Statement of Work, this Agreement does not, in and of itself, represent a commitment by Contractor to receive any Services from Subcontractor or pay Subcontractor any fees.

2.1. Notwithstanding any termination of this Agreement, the terms of paragraphs 6, 7, 8, and 10 hereof shall continue in full force and effect.

3. Compliance. The parties hereto acknowledge that the business relationship is between two independent contractors and is not an employer-employee relationship. The Subcontractor warrants and represents that it is a corporation engaged in the business of providing computer consulting/programming services and that it will continue to act as an independent entity notwithstanding any degree of direction or control exerted over its programming activities by the Contractor. Accordingly, the Subcontractor shall pay and report, as applicable, local, state and federal income tax withholdings, social security taxes, unemployment taxes and such other taxes as may be required with respect to payments received by the Subcontractor for the services provided by it pursuant to this Agreement.

3.1. Further, the Subcontractor agrees to indemnify and hold harmless the Contractor from any demands or damages which may arise pursuant to a claim involving the Subcontractor and which is brought under a theory of an employer-employee relationship such as, but not limited to, a claim for, wages, premiums, employment benefits, discrimination (unless caused by the willful conduct of Contractor or its agents), workers' compensation benefits, unemployment insurance, withholding taxes or payroll taxes.

3.2. Subcontractor shall purchase and maintain insurance for protection from claims under the Worker's Compensation Act and other statutory employee benefit provisions, which are applicable in the state in which this Agreement is being performed. Subcontractor shall obtain and keep in force throughout the term of this Agreement, comprehensive general liability insurance to cover claims for damages because of bodily injury, including death, of Customer personnel and third parties and from claims for damage to property of Customer or third parties which may arise out of or result from Subcontractor's performance of work under the Agreement whether such work be by Contractor or by a subcontractor or anyone directly or indirectly employed by any of them. Such liability insurance shall have coverage in the amount of \$1,000,000.

The Subcontractor shall also obtain and keep in force throughout the term of this Agreement, Professional Liability/Misc. Error & Omissions insurance, with coverage of \$1,000,000 per occurrence/\$3,000,000 aggregate. The Subcontractor shall also obtain and keep in force throughout the term of this Agreement, automobile insurance if Subcontractor resources are operating vehicles owned by either the Subcontractor or the State of Delaware while performing work under the Delaware. Such automobile insurance shall have the following coverage: liability (Bodily Injury) of \$100,000 per person /\$300,000 per accident and property damage to others of \$25,000 per accident.

3.3. Subcontractor shall submit a Certificate of Insurance to Contractor evidencing the required insurance coverage and stating that thirty (30) days prior written notice must be given to Contractor before cancellation of the policy.

3.4. Contractor shall have the right no more than once a year unless Customer and the Contractor agree that an audit is required at an earlier interval, at its sole cost and expense and upon reasonable prior written notice, itself or through an independent third party, to inspect the books and records of Subcontractor at Subcontractor's location to determine if Subcontractor is performing its obligations in accordance with the terms of this Agreement. If it is determined by the inspection that there was an overpayment of an amount due to Subcontractor by Contractor, Subcontractor shall promptly pay the difference to Contractor together with interest at the rate of one and a half percent (1.5%) per month and, in the event such overpayment exceeds five percent (5%) of the amounts due under the Agreement for such period, Subcontractor shall reimburse Contractor for the costs of the inspection. If it is determined by the inspection that Subcontractor has defaulted in any of its non-monetary obligations under this Agreement, then Contractor may, but shall not be obligated to, pursue its rights and remedies against Subcontractor as permitted hereunder. In no event shall Contractor's failure to enforce its rights upon learning of a default be deemed to be a waiver of such default. Furthermore, if a material default of a non-monetary obligation is uncovered as a result of the inspection, Subcontractor shall promptly reimburse Contractor for the costs of the inspection.

4.0. Compensation. Contractor agrees to pay Subcontractor the rates set forth in Exhibit B or as Exhibit B may be modified by a rate change, for all Customer-Approved billable hours for services rendered by Subcontractor during the term of this Agreement. Fees for any renewal of this Agreement shall be as mutually agreed by parties. Subcontractor shall provide Contractor with one invoice per calendar month for services performed during the preceding calendar month. Subcontractor employee must enter time into the Vendor Management System (VMS) on a weekly basis or as directed by the Contractor. In the event of a conflict between the invoice and the time entered on VMS, the approved time entered on VMS shall prevail.

4.1. Subcontractor shall maintain its payroll time records and work reports in accordance with Contractor's requirements for a period of four (4) years. Contractor may audit said books and records during the term of this Agreement and for four (4) years thereafter.

4.2. This Agreement does not entitle Subcontractor to any reimbursement of expenses unless otherwise expressly agreed to in writing in advance as Customer approved and re-billable.

4.3 Subcontractor is required to pay all of its subcontractors or subconsultants for all work that the subcontractor or subconsultant has satisfactorily completed no later than ten (10) days after the Subcontractor has received payment from Contractor. Should the Subcontractor

fail to make payment as set forth herein, Contractor shall be entitled to engage the subcontractor or subconsultant directly and Subcontractor shall release any non-compete or non-solicitation agreement it may have with the subcontractor or subconsultant.

5. Indemnification. The Subcontractor, at its own expense, agrees to defend, indemnify and hold harmless the Contractor, its employees, successors and assigns from any claim, demand, cause of action, loss, damage, expense or liability (including attorney's fees) that may be incurred by the Contractor as a result of Subcontractor's actions under this Agreement or execution of this Agreement or to the extent that it is based on a claim that Subcontractor infringed or violated the patent, copyright, license or other proprietary or intellectual property right of a third party or arising out of any injury (including death) to persons or damage to property to the extent caused by the negligence or intentional misconduct of Subcontractor or Subcontractor's employees, agents or subcontractors while engaged in the performance of this Agreement or that Subcontractor otherwise acted negligently, improperly or illegally in the performance of its duties pursuant to the terms of this Agreement. In addition, in the event that any such Subcontractor performance is held to constitute an infringement and its use is or may be enjoined, Subcontractor shall, at its option, (1) modify the infringing program coding at its own expense so that it is not infringing; or (2) procure for the Contractor the right to use and license the use of the infringing program coding at no cost to either the Contractor or the Customer.

6. Ownership of Program Materials. Subcontractor agrees that all program materials, reports, and other data or materials generated or developed by Subcontractor under this Agreement or furnished by either the Contractor or the Customer to the Subcontractor shall be and remain the property of either the Contractor or the Customer. Subcontractor specifically agrees that all copyrightable material developed or created under this Agreement shall be considered works made for hire by Subcontractor for the Customer and that such material shall, upon creation, be owned exclusively by the Customer.

6.1. To the extent that any such material, under applicable law, may not be considered work made for hire by Subcontractor for Customer, Subcontractor agrees to assign and, upon its creation, automatically assigns to Customer the ownership of such material, including any copyright or other intellectual property rights in such materials, without the necessity of any further consideration. Customer shall be entitled to obtain and hold in its own name all copyrights in respect of such materials. Subcontractor shall perform any acts that may be deemed necessary or desirable by Customer to evidence more fully the transfer of ownership of all materials referred to in this paragraph 6 to Customer to the fullest extent possible, including, without limitation, by executing further written assignments in a form requested by Customer.

6.2. To the extent that any preexisting rights of Subcontractor are embodied in the Program Materials, Subcontractor hereby grants to Customer the irrevocable, perpetual, non-exclusive, world wide royalty-free right and license to (1) use, execute, reproduce, display, perform, distribute copies of, and prepare derivative works based upon such pre-existing rights and any derivative works thereof and (2) authorize others to do any or all of the foregoing.

6.3. Subcontractor represents and warrants that it either owns or has valid, paid-up licenses for all software used by it in the performance of its obligations under this Agreement.

7. Protection of Proprietary Materials. From the date of execution hereof and for as long as the information or data remain Proprietary Information or Trade Secrets (as defined in paragraph 7.1), Subcontractor shall not use, disclose, or permit any person to obtain any Proprietary Information or Trade Secrets of Contractor or Customer, including any materials developed or generated hereunder (whether or not the Trade Secrets are in written or tangible form), except as specifically authorized by Contractor or Customer.

7.1. As used herein, "Trade Secrets" shall include, but not be limited to, a whole or any portion or phase of any scientific technical information, design, process, procedure, formula, business plan or improvement relating to the development, design, construction, and operation of Customer's or Contractor's processes in the Application Maintenance Support, and/or Construction Management Development, and/or Desktop Services product offerings areas, that is valuable and not generally known to competitors of Contractor or Customer. "Proprietary Information" shall include, but not be limited to, customer lists, pricing (including Subcontractor's pricing to Contractor), sales and marketing plans and strategic planning.

7.2. Irreparable harm shall be presumed if Subcontractor breaches any covenant of section 7 of this Agreement for any reason. This Agreement is intended to address Contractor's legal obligation to protect Customer's proprietary rights pertaining to the Program Materials and Trade Secrets, and any misuse of such rights would cause irreparable harm to the Contractor and Customer's business. Therefore, Subcontractor agrees that a court of competent jurisdiction should immediately enjoin any breach of this Agreement, upon a request by Contractor.

7.3 Contractor will require each Subcontractor resource performing work for the Customer under the Delaware IT Staff Augmentation Contract to sign an individual agreement, acknowledging their acceptance of the language referenced in this section of the Agreement.

8. Return of Materials. Upon the request of Contractor, but in any event upon termination of this Agreement, Subcontractor shall surrender to Contractor all memoranda, notes, records, drawings, manuals, computer software, and other documents or materials, and all copies thereof, pertaining to the Program Materials or furnished by Contractor or Customer to Subcontractor, including all materials embodying any Trade Secrets. This paragraph is intended to apply to all materials made or compiled by Subcontractor, as well as to all materials furnished to Subcontractor by Contractor or by anyone else that pertain to the Program Materials or Trade Secrets.

8.1 Contractor will require each Subcontractor resource performing work for the Customer under the Delaware IT Staff Augmentation Contract to sign an individual agreement, acknowledging their acceptance of the language referenced in this section of the Agreement.

9. Termination. This Agreement shall terminate as set forth herein and may be terminated by Contractor at the request of, or due to changes in the services rendered to, Customer. Contractor may terminate this Agreement sooner in the event of Subcontractor's breach or its failure to adequately and/or sufficiently perform its duties hereunder, or if the Customer requires termination sooner. Contractor may terminate this agreement for failure to comply with U.S. or State of Delaware laws or other gross or willful misconduct. It is understood and acknowledged by Subcontractor that its termination of this Agreement in any manner other than as set forth herein shall cause Contractor to incur substantial damages as a result of having to replace

Subcontractor and Subcontractor will be held liable for any such damages which Contractor may incur as a result of any premature termination of this Agreement by Subcontractor.

10. Nonsolicitation of Contractor's Customers. The Subcontractor agrees that Subcontractor or their employees may not solicit any Customer agency for Time & Materials positions that have been referred to Contractor by Customer under this agreement. Solicitation may result in dismissal from the vendor network and /or termination of this Agreement during the term of this Agreement and any renewals thereof. Subcontractor further agrees that it will not use any information regarding customers of Contractor which it may procure during the course of this Agreement. The prohibitions contained herein shall continue for a period of one year from the date of the termination of this Agreement, or upon termination of Contractor's contract with Customer, whichever is earlier.

11. Governing Law and Attorney's Fees. This Agreement is made under, and in all respects shall be interpreted, construed and governed by and in accordance with the laws of the State of Delaware, without reference to conflict of law principles. It is agreed that venue for any dispute arising out of this Agreement shall be proper in Kent County, Delaware. In the event of a dispute hereunder, the prevailing party shall be entitled to recover its reasonable attorney's fees.

12. Assignment. This Agreement may not be assigned by Subcontractor without the written consent of Contractor.

13. Entire Agreement and Modification. This Agreement, together with the Participating Addendum between the Contractor and the Customer, and the Exhibits attached hereto contain the entire agreement between the parties and there are no other representations or warranties and this Agreement supersedes any prior oral or written agreement or negotiations between the parties. This Agreement may only be modified by a written agreement signed by all parties that are to be bound by the modification.

14. Authority. If the party signing this Agreement is doing so as representative of either party, that person guarantees and represents that they have the express authority to bind their respective party and that entering into this Agreement does not violate the provisions of any other contract into which the Subcontractor has entered.

15. Notices. Any notice, demand, request, or other communication (any "Communication") required or permitted to be given or made to or by either party hereunder or under the Agreement shall be in writing. Any Communication shall be deemed to have been delivered on the earlier of the day actually received (by whatever means sent) if received on a business day (or if not received on a business day, on the first business day after the day of receipt) or, regardless of whether or not received after the dates hereinafter specified, on the first business day after having been delivered to Federal Express or comparable air courier service, or on the second business day after having been deposited with the United States Postal Service, Express Mail, return receipt requested, or on the third business day after having been deposited with the United States Postal Service, registered or certified mail, return receipt requested, in each case addressed to the respective party at the several addresses indicated below or to such other addresses as may hereafter be indicated by notice delivered in accordance with the terms hereof to the other party.

If to Contractor:

If to Subcontractor:

Contract Administrator  
Computer Aid, Inc.  
3801 Paxton Street  
Harrisburg, PA 17111

Copy to:  
Gregg M. Feinberg, Esq.  
Feinberg & Associates  
1390 Ridgeview Drive  
Suite 301  
Allentown, PA 18104-9065

16. Miscellaneous. All of the terms and provisions of this Agreement shall be binding upon, inure to the benefit of, and be enforceable by, the parties hereto and their respective heirs, successors, legal representatives and permitted assigns.

If any of the provisions of this Agreement are ultimately deemed by a court of competent jurisdiction to be illegal, invalid or unenforceable, such provisions shall be deleted and the remaining terms and provisions of this Agreement shall continue in full force and effect.

Each party hereto shall be excused from performance hereunder for any period and to the extent that it is prevented from performing any services pursuant hereto in whole or in part, as a result of delays caused by the other party or an act of God, or other cause beyond its reasonable control and which it could not have prevented by reasonable precautions, including failures or fluctuations in electric power, heat, light, air conditioning or telecommunication equipment, and such nonperformance shall not be a default hereunder or a ground for termination hereof. Subcontractor's time of performance shall be enlarged, if and to the extent reasonably necessary, in the event that: (i) Customer fails to submit input data in the prescribed form or in accordance with the agreed upon schedules; (ii) special request by Customer or any governmental agency authorized to regulate, supervise, or impact CAI's normal processing schedule; (iii) Customer fails to provide any equipment, software, premises or performance called for by this Agreement, and the same is necessary for Subcontractor's performance hereunder. Subcontractor will notify Customer and Contractor of the estimated impact on its processing schedule, if any. In the event Subcontractor is responsible for an error in processing Customer's data, Subcontractor promptly will correct such error.

17. Subcontractor acknowledges that Contractor has or will enter into an agreement with the Customer to provide the services referenced herein and that the Subcontractor has had the opportunity to review said agreement and the terms and conditions of the Master Agreement as well as the Participating Addendum between the Contractor and the Customer. The Subcontractor agrees that these terms and conditions will become part of this Agreement, binding the Subcontractor to the terms and conditions of the Master Agreement. In the event of a

conflict between the terms and conditions contained herein and those contained in the Master Agreement, the terms and conditions in the Master Agreement shall prevail.

17.1 Subcontractor is responsible for providing information, resumes and employees in accordance with the processes defined in Exhibit A. Failure to comply that results in Contractor not meeting the service level agreements in the Master Agreement may result in a reduction in the use of Subcontractor's services.

17.2 Subcontractor will use industry best practices testing mechanisms to validate and verify employee's technical skills as described in their respective resume. Contractor may request documentation to substantiate the claimed skills on a resume. In the event that subcontractor fails to submit documentation in a timely manner Contractor reserves the right to hold the resume for submission to the client until such time as the documentation is submitted or the requirement is filled.

This Agreement may be executed in several counterparts, all of which taken together shall constitute one single agreement between the parties hereto.

The section headings used herein are for reference and convenience only and shall not enter into the interpretation hereof.

18. Payment terms. Payment terms are 30 days net payment – Contractor shall use its best efforts to pay all properly prepared and submitted invoices within 30 calendar days from the date of receipt and validation of such invoice by the Subcontractor, subject to Contractor's receipt of payment from the Customer. An invoice is not considered valid until the hours reported have been approved within the VMS.

Subcontractor shall have the option to receive payment within 15 days from the date of receipt and validation of the properly prepared and submitted invoice, subject to a charge of one percent (1%) of the invoice amount to be retained by Contractor. Any hours for the prior calendar month which have been submitted and approved within the VMS after the 15th of the month will be paid separately at the 15 day net payment terms. Payment for these hours will be based on VMS approval date and subject to the 1% charge.

19. Background checks. The State reserves the right, in its absolute discretion, to require each Subcontractor resource assigned under this Contract to successfully complete a background check, in accordance with State of Delaware's Background Check Policy found at <http://dti.delaware.gov/pdfs/pp/DelawareInformationSecurityPolicy.pdf>, prior to the resource beginning his or her assignment. The Subcontractor will be responsible for payment of all costs associated with the background check(s). The Subcontractor will provide Contractor with the background check results via Peopleclick prior to work assignment start.

20. Subcontractor must maintain valid Visas for any of its employees for whom a Visa is required. Any failure to do so will result in removal of the employee and may result in the cancellation of this Agreement.

21. Limitations on Subcontractor Layering. All candidates submitted by Subcontractor for consideration must have a W-2 or 1099 relationship with Subcontractor, or be no more than one (1) contracting layer removed from Subcontractor. If instances of additional layering are



discovered, Contractor will engage the candidate through the W-2 Subcontractor. All employer and/or contracting details must be reported accurately within the VMS system.

22. Accurate Time Reporting. Each engaged resource must enter time into the VMS tool accurately and honestly. Failure to report time in an accurate and honest manner may result in disciplinary action or termination of the engagement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed on the day and year first above written.

**CONTRACTOR**

**SUBCONTRACTOR**

COMPUTER AID, INC.

By: \_\_\_\_\_

By: \_\_\_\_\_

Signature of Authorized Representative

Signature of Authorized Representative

\_\_\_\_\_

\_\_\_\_\_

Printed Name

Printed Name

\_\_\_\_\_

\_\_\_\_\_

Title

Title

\_\_\_\_\_

\_\_\_\_\_

Date

Date

**Subcontractor agrees to the following payment terms (Initial one):**

\_\_\_\_\_ **15 days**

\_\_\_\_\_ **30 days**

**These payment terms shall be effective for the life of this Contract unless otherwise mutually agreed upon by the Contractor and Subcontractor.**

## **Exhibit A**

### **Delaware IT Staff Augmentation Requisitioning Process**

The following narrative describes the requisitioning process for the Delaware (DE) IT Staff Augmentation Services Contract, overseen by the contract's Managed Service Provider, Computer Aid, Inc. (CAI).

**Step 1:** Once the requirement is complete and approved, the CAI Account Manager releases the requirement to the Vendor network via the web-based Vendor Management System (VMS).

**Step 2:** Vendor reviews the requirement. If the Vendor has resources who they feel fit the description of the need, they will submit their information and resumes through the VMS.

**Step 3:** The CAI Account Manager monitors the online tool and receives all submitted resumes from the Vendor network.

**Step 4:** The CAI Account Manager reviews the resumes and selects a group of resumes to present to the DE Hiring Manager, based on skill and experience match and availability. The CAI Account Manager then forwards the resume matches to the Hiring Manager for review. Please note: This must happen within the required time frame identified in the contract's service level agreements.

**Step 5:** The DE Hiring Manager reviews the forwarded resumes and selects an appropriate number of resources to interview.

**Step 6:** The DE Hiring Manager then notifies the CAI Account Manager of his or her selection.

**Step 7:** The CAI Account Manager notifies the selected Vendor/candidate and coordinates interviews with the DE Hiring Manager.

**Step 8:** The DE Hiring Manager interviews the candidate, either by phone or in-person.

**Step 9:** The DE Hiring Manager selects a candidate and provides the CAI Account Manager with complete engagement details, including specific information on the resource, role, responsibilities, timing, and job location.

**Step 10:** The CAI Account Manager receives the engagement information and reviews for accuracy. The CAI Account Manager then notifies the Vendor Network that a candidate has been selected, and notifies the appropriate Vendor that their individual candidate was selected. The CAI Account Manager also ensures that all applicable background checks, drug tests, and all other on-boarding tasks are completed.

**Step 11:** The Vendor of the selected candidate notifies the candidate of selection and provides all job details to the candidate. The Vendor also assists the candidate in completing all on-boarding activities (i.e. background checks).

**Step 12:** The CAI Account Manager forwards final hire details to the DE Hiring Manager and Vendor.

**Step 13:** The candidate begins work.

### Rates to Subcontractor

Job Title	Level	Legacy	Core	Emerging
Business Analyst	BA1	\$62.93	\$64.21	\$68.71
Business Analyst	BA2	\$74.17	\$75.68	\$80.98
Business Analyst	BA3	\$83.40	\$85.10	\$91.06
Business Subject Matter Expert	BSME1	\$66.78	\$68.14	\$72.91
Business Subject Matter Expert	BSME2	\$77.21	\$78.78	\$84.30
Business Subject Matter Expert	BSME3	\$86.46	\$88.22	\$94.39
Computer Operator	CO1	\$22.82	\$23.29	\$24.92
Computer Operator	CO2	\$24.49	\$25.00	\$26.75
Computer Operator	CO3	\$27.88	\$28.44	\$30.43
Continuity of Operations Specialist	COS1	\$51.12	\$52.16	\$55.81
Continuity of Operations Specialist	COS2	\$57.41	\$58.58	\$62.69
Continuity of Operations Specialist	COS3	\$67.20	\$68.57	\$73.37
Desktop Support Specialist	DSS1	\$29.06	\$29.65	\$31.73
Desktop Support Specialist	DSS2	\$32.02	\$32.66	\$34.96
Desktop Support Specialist	DSS3	\$38.45	\$39.23	\$41.98
Disaster Recovery Specialist	DRS1	\$46.19	\$47.14	\$50.44
Disaster Recovery Specialist	DRS2	\$53.21	\$54.29	\$58.09
Disaster Recovery Specialist	DRS3	\$62.66	\$63.95	\$68.42
Facilitator	FAC1	\$38.27	\$39.05	\$41.78
Facilitator	FAC2	\$45.16	\$46.08	\$49.31
Facilitator	FAC3	\$53.82	\$54.92	\$58.76
Functional Architect	FA1	\$42.96	\$43.84	\$46.91
Functional Architect	FA2	\$50.78	\$51.82	\$55.44
Functional Architect	FA3	\$59.94	\$61.16	\$65.45
Help Desk Analyst	HDA1	\$33.23	\$33.91	\$36.29
Help Desk Analyst	HDA2	\$36.34	\$37.08	\$39.67
Help Desk Analyst	HDA3	\$44.77	\$45.68	\$48.88
IT Security Administrator	ISA1	\$38.46	\$39.24	\$41.99
IT Security Administrator	ISA2	\$43.96	\$44.86	\$48.00
IT Security Administrator	ISA3	\$51.22	\$52.26	\$55.92
Lead Computer Operator	LCO1	\$38.81	\$39.60	\$42.37
Lead Computer Operator	LCO2	\$41.82	\$42.67	\$45.66
Network Administrator	NA1	\$41.28	\$42.12	\$45.07
Network Administrator	NA2	\$45.11	\$46.03	\$49.26
Network Administrator	NA3	\$53.05	\$54.13	\$57.92
Network Architect	NAR1	\$73.90	\$75.41	\$80.69
Network Architect	NAR2	\$82.85	\$84.54	\$90.46
Network Architect	NAR3	\$91.64	\$93.52	\$100.07
Network Engineer	NE1	\$63.24	\$64.54	\$69.05
Network Engineer	NE2	\$72.06	\$73.52	\$78.67
Network Engineer	NE3	\$76.94	\$78.52	\$84.01
Organizational Change Management Specialist	OCM1	\$58.57	\$59.77	\$63.96

Job Title	Level	Legacy	Core	Emerging
Organizational Change Management Specialist	OCM2	\$64.92	\$66.24	\$70.87
Organizational Change Management Specialist	OCM3	\$72.41	\$73.88	\$79.06
Planning Manager	PLAN1	\$62.47	\$63.74	\$68.21
Planning Manager	PLAN2	\$70.38	\$71.82	\$76.85
Planning Manager	PLAN3	\$84.94	\$86.66	\$92.74
Product Specialist	PS1	\$45.29	\$46.21	\$49.45
Product Specialist	PS2	\$51.49	\$52.55	\$56.23
Product Specialist	PS3	\$66.35	\$67.70	\$72.44
Product Specialist	PS4	\$76.31	\$77.87	\$83.32
Product Specialist	PS5	\$83.99	\$85.70	\$91.70
Product Specialist	PS6	\$90.47	\$92.32	\$98.78
Programmer	PR1	\$39.16	\$39.96	\$42.76
Programmer	PR2	\$46.67	\$47.62	\$50.95
Programmer	PR3	\$56.94	\$58.10	\$62.17
Programmer	PR4	\$66.80	\$68.17	\$72.95
Programmer	PR5	\$77.04	\$78.61	\$84.12
Programmer	PR6	\$84.88	\$86.60	\$92.66
Project Management Specialist	PMS1	\$62.86	\$64.14	\$68.63
Project Management Specialist	PMS2	\$66.90	\$68.27	\$73.04
Project Management Specialist	PMS3	\$72.41	\$73.88	\$79.06
Quality Acceptance Analyst	QAA1	\$39.84	\$40.66	\$43.50
Quality Acceptance Analyst	QAA2	\$44.39	\$45.29	\$48.46
Quality Acceptance Analyst	QAA3	\$54.88	\$55.99	\$59.92
Senior Product Specialist	SPRS1	\$72.79	\$74.28	\$79.48
Senior Product Specialist	SPRS2	\$81.96	\$83.63	\$89.48
Senior Product Specialist	SPRS3	\$92.22	\$94.09	\$100.68
Senior Project Management Specialist	SPMS1	\$70.64	\$72.08	\$77.12
Senior Project Management Specialist	SPMS2	\$75.79	\$77.34	\$82.75
Senior Project Management Specialist	SPMS3	\$82.22	\$83.90	\$89.77
Senior Technical Architecture Specialist	STAS1	\$70.15	\$71.59	\$76.60
Senior Technical Architecture Specialist	STAS2	\$79.21	\$80.82	\$86.48
Senior Technical Architecture Specialist	STAS3	\$87.67	\$89.46	\$95.72
Service Desk	SD2	\$29.77	\$30.38	\$32.51
Service Desk	SD3	\$34.91	\$35.62	\$38.11
Software Process Engineer	SPS1	\$42.50	\$43.37	\$46.40
Software Process Engineer	SPS2	\$46.96	\$47.92	\$51.28
Software Process Engineer	SPS3	\$62.21	\$63.48	\$67.92
System Administrator	SA1	\$39.24	\$40.04	\$42.85
System Administrator	SA2	\$43.19	\$44.06	\$47.15
System Administrator	SA3	\$58.99	\$60.19	\$64.40
System Specialist	SS1	\$38.36	\$39.14	\$41.88
System Specialist	SS2	\$42.74	\$43.62	\$46.67
System Specialist	SS3	\$51.46	\$52.50	\$56.17

Job Title	Level	Legacy	Core	Emerging
Technical Architecture Specialist	TAS1	\$50.28	\$51.30	\$54.89
Technical Architecture Specialist	TAS2	\$56.51	\$57.66	\$61.69
Technical Architecture Specialist	TAS3	\$62.63	\$63.90	\$68.38
Video Conference Specialist	VCS1	\$48.52	\$49.51	\$52.98
Video Conference Specialist	VCS2	\$55.26	\$56.39	\$60.34

Non-Affiliated Job Title	Level	Vendor
CADD/GIS Administrator	CGA1	\$49.84
CADD/GIS Administrator	CGA2	\$56.94
CADD/GIS Administrator	CGA3	\$74.87
Data Entry Operator	DE1	\$17.48
Data Entry Operator	DE2	\$19.04
Database Administrator	DBA1	\$51.17
Database Administrator	DBA2	\$55.99
Database Administrator	DBA3	\$73.42
Database Architect	DA1	\$73.80
Database Architect	DA2	\$84.92
Database Architect	DA3	\$90.40
Project Manager	PM1	\$67.39
Project Manager	PM2	\$80.12
Project Manager	PM3	\$97.87
Quality Assurance Specialist	QAS1	\$45.96
Quality Assurance Specialist	QAS2	\$50.65
Quality Assurance Specialist	QAS3	\$65.11
Senior Architect	SAR1	\$107.86
Senior Business Subject Matter Expert	SME1	\$97.02
Senior Project Manager	SPM1	\$109.26
Team Lead	TL1	\$66.23
Team Lead	TL2	\$71.12
Technical Writer	TW1	\$32.44
Technical Writer	TW2	\$37.68
Technical Writer	TW3	\$42.37
Telecom Engineer	TE1	\$43.26
Telecom Engineer	TE2	\$49.08
Telecom Engineer	TE3	\$57.17
Tester	TEST1	\$40.01
Tester	TEST2	\$46.01
Tester	TEST3	\$52.88
Voice/Data Engineer	VDE1	\$41.99
Voice/Data Engineer	VDE2	\$48.47
Voice/Data Engineer	VDE3	\$57.53