



Department of Information Resources

Information Technology Staff Augmentation Contracts (ITSAC) Services

Appendix D

ITSAC Titles and Descriptions

Version 1.1

**Titles and Descriptions for
INFORMATION TECHNOLOGY STAFF AUGMENTATION CONTRACT (ITSAC)
SERVICES**

Descriptions of IT Staff Augmentation Contract (ITSAC) Titles

The following is a list of job categories and descriptions available through DIR's Information Technology (IT) Staffing Contracts.

Note About Internships

Internship positions are held by students and graduates looking to gain relevant skills and experience in a particular field. Employers benefit from these placements because they often recruit employees from their best interns, who have known capabilities, thus saving time and money in the long run. Customers may consider hiring an Intern for any Category Title using the following levels as a guideline:

- **Intern Level 1** – possesses raw knowledge and skillset through coursework with no work experience;
- **Intern Level 2** – possesses raw knowledge and skillset through coursework with some hands-on work experience;
- **Intern Level 3** – graduate level intern possessing raw knowledge and skillset through coursework and work experience as a returning intern or other work experience.

1 Applications/Software Development

1.1 DevOps Engineer

Works with IT developers to facilitate better coordination among operations, development, and testing functions by automating and streamlining integration and deployment processes. DevOps aims at coupling a tighter alignment between IT operations and businesses.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

1.2 Systems Analyst

Understands business objectives and problems, identifies alternative solutions, performs studies and cost/benefit analysis of alternatives. Analyzes user requirements, procedures, and problems to automate processing or to improve existing computer system: Confers with personnel of organizational units involved to analyze current operational procedures, identify problems, and learn specific input and output requirements, such as forms of data input, how data is to be

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summarized, and formats for reports. Writes detailed description of user needs, program functions, and steps required to develop or modify computer program. Reviews computer system capabilities, specifications, and scheduling limitations to determine if requested program or program change is possible within existing system.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

1.3 [Application Architect](#)

Application architects are responsible for designing, developing and implementing applications for computer systems. They must direct the development process from conception to completion and oversee the efforts of all associated technical staff.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.4 [Business Analyst](#)

Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Experienced with business process reengineering and identifying new applications of technology to business problems to make business more effective. Familiar with industry standard business process mapping, and reengineering. Prepares solution options, risk identification, and financial analyses such as cost/benefit, ROI, buy/build, etc. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs.

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- **Level 2:** 4-7 years of experience in the field or in a related area as a senior Business Analyst (Technical). Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment. 2+ years of experience as a data analyst analyzing raw data using Excel, Tableau, etc.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected. Min 5 years of experience, served as a liaison between the Business community and Customer IT Teams (i.e., Architecture, Project Delivery, Application Sustain, etc.). Strong experience as a Data Analyst in analyzing raw data, and as a Business Analyst in requirements gathering, understanding technology, and any project management experience with PMP are a huge plus.

1.5 Cloud Solutions Architect

The cloud architect is responsible for the cloud computing initiatives within an organization and for directing the architectural aspects of a cloud brokering team across all aspects of IT and the business. Responsible for the planning and engineering of an organization's cloud computing infrastructure and applications. Implements and designs hardware and software. Familiar with standard concepts, practices, and procedures of cloud technology, including Software as Service (SaaS), Platform as Service (PaaS), or Infrastructure as a Service (IaaS).

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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1.6 Artificial Intelligence/Machine Learning Engineer

Enhances data collection procedures to include information that is relevant for building analytics and machine learning systems. Processing, cleansing, and verifying the integrity of data used

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for analysis. Doing ad-hoc analysis and presenting results in a clear manner. Focused on generating, maintaining and delivering detailed and accurate reporting on the information gathered and reported by artificial intelligence systems, with the goal of maximizing ROI from the rush of new data generated.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.7 **Developer/Programmer Analyst**

Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems. Evaluates user request for new or modified program, such as for financial or human resource management systems, clinical research trial results, statistical study of traffic patterns, or analyzing and developing specifications for bridge design, to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Consults with user to identify current operating procedures and clarify program objectives. Formulates plan outlining steps required to develop program, using methodologies such as structured analysis and design or object-oriented development.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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1.8 **Enterprise Architect**

Responsible for translating the client's business requirements into specific systems, applications or process designs with interlocked financial modeling for very large complex technical solutions. Analyzes customer service requirements and designs service solutions to meet those

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objectives. Primary expert to construct the specific solution, scope document, risk profile, and corresponding financials. Maintains and utilizes detailed industry and internal services knowledge in the construction of industry-leading services solutions, including expert working level knowledge of the processes, technologies, and people components involved in the services arena. Uses expertise to construct specific and detailed solutions that encompass process, technology, and staffing plans for customer sales opportunities. Constructs risk assessments and corresponding remediation plans relative to complex services proposals. Participates in the construction of detailed financial models that align with complex services proposals. Composes Statement of Work or other documents, using departmental automation tools as available, to craft detailed and accurate deliverables that specify processes, technology, staffing, and project management involved in proposed services solutions. As needed, provide a "trusted expert advisor" role as a Subject Matter Expert for technical services, to both internal and external customers, ranging from formal advice to internal and external customer presentations. Follow all organizational Standard Operating Procedures relative to cost modeling, approvals and reviews, and all other associated workflow and deliverables.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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1.9 [Enterprise Resource Planning \(ERP\) Business Analyst](#)

Assist with developing and maintaining a company's Enterprise Resource Planning (ERP) applications by customizing and configuring the workflow, the analyst can ensure proper integration of the server/client application. Conduct application fit-gap analysis with assistance of packaged application specific technical resources.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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1.10 ERP Developer

Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Coordinates software integration and maintains technical documentation.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.11 Mobile Applications Developer

Create, maintain and implement the source code to develop mobile apps and programs that meet the needs and requirements of the clients using the computer programming languages.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.12 Technical Writer

Develops and maintains user and technical documentation and project process documentation for Application Teams. Understands the user's view of applications and/or technology and is able to put procedures in a logical sequence. Provides expertise on technical concepts of applications and /or user groups and structuring procedures in a logical sequence, due to a broad

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understanding of the applications. Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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1.13 Digital Product Manager

Responsible for building, implementing and managing software or digital products, taking into account life-cycle considerations and an audience. Governs a product from its inception to customer delivery and service in order to maximize customer expectations.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.14 Software Engineer

Develops software solutions by studying information needs, conferring with users, and studying systems flow, data usage, and work processes. Investigates problem areas. Prepares and installs solutions by determining and designing system specifications, standards, and programming.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

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1.15 **Software Developer**

Researching, designing, implementing and managing software programs. Testing and evaluating new programs. Working closely with other developers, UX designers, business and systems analysts.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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1.16 **Undefined Title: Applications/Software Development**

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

2 Data/Database Administration

2.1 **Database Administrator**

Enters codes to create production data base. Selects and enters codes of utility program to monitor database performance, such as distribution of records and amount of available memory. Directs programmers and analysts to make changes to data base management system. Reviews and corrects programs. Answers user questions. Confers with coworkers to determine impact of data base changes on other systems and staff cost for making changes to data base. Modifies data base programs to increase processing performance, referred to as performance tuning. Workers typically specialize in one or more types of data base management systems. Providing assistance in the planning, development, maintenance, and monitoring of integrated database systems, and

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ensuring that the conceptual and design phases of new applications are consistent with the structural parameters within the database environment.

Evaluates users' requests for new data elements and systems, incorporates them into the existing shared data environment, and provides technical assistance. Coordinates the use of data to ensure data integrity and control redundancy, loads databases, and reorganizes as needed. Performs data modeling and prototyping. Performs logical and physical data modeling, designs relational database models, and creates physical data models from logical data models. Performs security recovery procedures. Determines and implements database search strategies and storage requirements. Maintains data dictionary ensuring uniformity of definitions and sets standards for use of data dictionary. Monitors database performance and recommends efficiency improvements. Creates test database environment for applications section, including the creation of necessary libraries and procedures.

Executes the procedures necessary to save, retrieve, and recover databases from hardware and software failures within established procedures. Assists with determining, implementing, and enhancing standards on database security and with monitoring agency disaster recovery procedures and systems. Assists with the installation of database software and with analyzing, designing, and implementing databases. Assists in benchmarking and threshold testing of databases and with establishing and controlling necessary database security. Assists in the selection of database management software. Experience in computer systems analysis or computer programming work.

Knowledge of the principles, practices, and techniques of computer programming and systems design; of computer operations, systems, and procedures; of project control and cost estimating techniques; of computer programming languages; of data processing flowcharting techniques; of database structures and theories; and of current database technologies.

Has working knowledge of EIR Accessibility standards and assistive technologies. Ensures that user interfaces for database administration and inputting, viewing, outputting data(via reports) are compliant with accessibility standards. Provides support to users in obtaining data / information when EIR Accessibility issues arise.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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2.2 Data Analyst/Report Writer

Data reporting analysts transform data into information that can be utilized to make business decisions and actions. Their work involves acquiring data from other sources, creating reports on a regular basis, correcting any code issues, and ensuring that databases remain error-free and organized.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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2.3 Database Architect

Designs and builds relational databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Cleans and maintains the database by removing and deleting old data. Must be able to design, develop and manipulate database management systems, data warehouses and multidimensional databases. Requires a depth and breadth of database knowledge that shall help with formal design of relational databases and provides insight into strategic data manipulation. Responsible for making sure an organization's strategic goals are optimized through the use of enterprise data standards. This frequently involves creating and maintaining a centralized registry of metadata.

Has working knowledge of EIR Accessibility standards and assistive technologies. Ensures that all user interfaces for database administration and inputting, viewing, outputting data(via reports) are compliant with accessibility standards

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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2.4 Data Modeler

Systems Analysts who design computer databases that translate complex business data into usable computer systems. Data Modelers work with data architects to design databases that meet organizational needs using conceptual, logical, and physical data models.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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2.5 Data Scientist (Big Data Engineer)

A data scientist (big data engineer) is someone who makes value out of data. Such a person proactively fetches information from various sources and analyzes it for better understanding about how the business performs and builds AI tools that automate certain processes within the company.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

2.6 Business Intelligence Analyst

Analysts use data to figure out market and business trends for companies to increase profits and efficiency. They may work directly for a company or as a consultant. They able to look at large chunks of data and understand trends, and then communicate those trends to the company.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on

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3 Web Development

3.1 Front-End Web Developer/Web Designer

Programmers who specialize in website design. Front End Developer duties include determining the structure and design of web pages, striking a balance between functional and aesthetic design and ensuring web design is optimized for smartphones.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

3.2 Web Developer

Writing well designed, testable, efficient code by using best software development practices. Creating website layout/user interfaces by using standard HTML/CSS practices. Integrating data from various back-end services and databases.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on

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3.3 Senior Web Developer

Communicating with clients to determine website specifications, creating schedules and providing quotes, writing code, working with a team of designers and content writers, as well as assisting with recruitment and training of all new junior web developers.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

3.4 Web Administrator

Maintains hardware and software critical to the functionality of the organization's Internet/intranet. Monitors usage and performance, creates and maintains backups, and troubleshoots and resolves issues as they arise.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

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- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

3.5 Undefined Title: Web Development

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

4 Quality Assurance (QA) and Testing

4.1 QA Engineer Automated

QA automation engineers design automated tests by creating scripts that run testing functions automatically. This includes determining the priority for test scenarios and creating execution plans to implement these scenarios. Designing documentation for automated processes.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

4.2 QA/Test Manager

The role of the software test manager is to lead the testing team. Test Manager plays a central role in the Team. The Test Manager takes full responsibility for the project's success. The role involves quality & test advocacy, resource planning & management, and resolution of issues that impede the testing effort.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

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- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

4.3 QA Associate/Analyst

Investigate and diagnose quality complaints, track down components, and recommend corrective actions. Verify logs, databases, and other data to track and flag quality concerns and improvements.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

4.4 Undefined Title: Web Development

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

5 Networking/Telecommunications

5.1 Network Engineer

Responsible for installing networking technologies and supporting networks. Performs highly complex network engineering work. Data engineer that operates, monitors and manages network infrastructure. Responsible for the design, implementation, management and operational support of Network Infrastructure. Assesses existing network configurations and makes recommendations based on product specifications. Configures equipment and software to meet business needs, trains others on the solution, and documents the solution for ongoing support. Functions as part of a team on larger projects, or individually provides the services on support visits or smaller projects. Provides technical support and assists with the design of network solutions. Requires experience in the technical services and support field as well as experience in network administration (DHCP, DNS, routers, firewall, etc.).

- **Level 1:** 1- 5 years experience. Responsible for Network Infrastructure support. Work includes monitoring the Network bandwidth utilization, installation, configuration, repair and maintenance. Experience with TCP/IP, UDP, DHCP, DNS,

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MPLS, SONET, DWDM, EIGRP, BGP, HSRP, FTP, SFTP, STP, RSTP, TACACS+, ACS, RADIUS, RSA, SecureID, and SNMP monitoring and reporting Works with all Network Monitoring tools, makes changes and recommendations for updating tools and/or adding new tools.

- **Level 2:** More than 5 years experience supporting enterprise network IT infrastructure design, implementation, operational maintenance & support. Hands on experience with IP subnetting, Telnet/SSH Clients, Raritan or Terminal Server Remote Access, ServiceNow, COS, VoIP and MPLS technologies, and Cisco network software (COS/IOS), inventory/maintenance tracking and vendor support case handling; as well as with Cisco routers and Catalyst/Nexus switches, F5 load balancers and Infoblox DHCP/DNS. Proficient with network monitoring & administration tools such as Solar Winds, Splunk, Tivoli Netcool/Omnibus, NNMi, Netscout Infinistream and various Protocol Analyzers and with Microsoft Office suite including Visio for network diagramming and documentation is a big plus.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.2 Wireless Network Engineer

Installing, configuring and maintaining wireless network equipment, network management and security including 802.11 b/g/n/ac standards and industry best practices for implementing high-density WIFI solutions.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.3 Network Administrator

Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet system or a segment of a network system. Maintain network hardware and software. Monitor network to ensure network availability to all system users and perform necessary maintenance to support network availability. May supervise other network support and client server specialists and plan, coordinate, and implement network security measures.

Coordinate the development, implementation, and maintenance of a local area network or wide area network. Maintains the network's physical and logical structures, including network

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connections. Maintains network support software, analyzes user support statistics, and recommends appropriate measures. Installs, tests, and maintains network hardware and software. Prepares and analyzes statistics on network utilization and availability. Prepares training courses and provides user support and training in the use of available hardware, software, and utilities. Performs tuning and capacity planning activities to enhance the performance of the network resources.

Assists in maintaining the network's physical and logical structures and in installing and testing hardware and software. Assists in performance tuning and capacity planning activities to enhance the performance of the network resources and in maintaining network support software. Assists in or conducts product evaluations of upgraded or new hardware and software and identifies strengths, weaknesses, and potential benefits to the agency. Assists in maintaining the operating system and security software utilized on the network, including the addition of new users to the network and establishment of rights and privileges. Experience in local or wide area network work. Knowledge of network facilities and data processing techniques; of personal computer hardware and software; of network operating system and security software; and of performance monitoring and capacity management tools.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.4 [Telecommunications Manager](#)

Plan, devise, build, configure and commission telecommunications equipment, networks, and systems, including voice, data, satellite, microwave, digital data systems, etc. Managers maintain records on installation, resolution of issues, and replacement of equipment and parts.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity

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and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.5 Telecommunications Technician

Focus on the interaction between computer systems, communication methods, and devices. They design video, data, and voice communication systems. They may oversee the installation and maintenance of these systems, including their repair and testing.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.6 Network Operations Center (NOC) Technician

Oversee complex network components and are responsible for network management. They perform troubleshooting on a daily basis. To be specific, a NOC is a central location from which IT support technicians administer, monitor, fix, and maintain client networks.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

5.7 Undefined Title: Networking/Telecommunications

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6 Security

6.1 Data Security Analyst

Responsible for installing and uninstalling various security programs. These programs often protect sensitive data using firewalls and data-encryption technology, and they must be updated on a regular basis to remove bugs and add new features.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.2 Security Administrator

Configuring security systems, analyzing security requirements, and recommending improvements. Monitoring network traffic for suspicious behavior. Creating network policies and authorization roles and defending against unauthorized access, modifications, and destruction.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.3 Network Security Analyst

A network security analyst ensures that information systems and computer networks are secure. This includes protecting the company against hackers and cyber-attacks, as well as monitoring

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network traffic and server logs for activity that seems unusual. Additionally, these analysts are responsible for finding vulnerabilities in the computer networks and creating recommendations for how to minimize these vulnerabilities. The network security analyst investigates security breaches, develops strategies for any security issues that arise, and utilizes the help of firewalls and antivirus software to maintain security.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.4 Network Security Engineer

Responsible for the provisioning, deployment, configuration, and administration of many different pieces of network and security-related hardware and software. These include firewalls, routers, switches, various network-monitoring tools, and virtual private networks (VPNs).

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.5 Information Security Manager

Coordinate and execute security policies and controls, as well as assess vulnerabilities within a company. They are responsible for data and network security processing, security systems management, and security violation investigation.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on

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instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.6 IT Auditor

Responsible for the internal controls and risks of a company's technology network.

This role includes identifying the weaknesses in a systems network and creating an action plan to prevent security breaches in the technology.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

6.7 Undefined Title: Security

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

7 Project Management

7.1 Project Manager

Project managers are the people in charge of a specific project or projects within a company. As the project manager, your job is to plan, budget, oversee and document all aspects of the specific project you are working on. Project managers might work by themselves or be in charge of a team to get the job done.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on

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instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

- **Level 2:** 3- 7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment. Minimum of three (3) years of progressive broad-based information systems, system integration and project delivery experience. Experience working with external vendors and/or Quality Assurance efforts a plus.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected. Certification in Project Management by a recognized project management organization or Scrum Master a plus.

7.2 **Project Lead**

Responsible for the planning, coordination, requirements gathering, business analysis, specifications development, project planning, project monitoring, and project status reporting and system implementation of moderate to complex business solutions.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

7.3 **Program Manager**

Organizing programs and activities in accordance with the mission and goals of the organization. Developing new programs to support the strategic direction of the organization. Creating and managing long-term goals. Developing a budget and operating plan for the program.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity

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and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

7.4 Agile Scrum Master

Responsible for monitoring the scrum processes and scrum meetings. He increases his team efficiency, motivates his team, spins, argues for changes that will ensure quality and timeliness. He ensures observance of DoD (Definition of done).

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

7.5 Agile Coach

Help train corporate teams on the agile methodology and oversee the development of agile teams to ensure effective outcomes for the organization. They are responsible for guiding teams through the implementation process and are tasked with encouraging workers and leadership to embrace the agile method.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

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7.6 Undefined Title: Project Management

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8 Technical Services, Help Desk and Operations

8.1 Support Technician

Maintains, analyzes, troubleshoots, and repairs computer systems, hardware, and computer peripherals. Documents, maintains, upgrades or replaces hardware and software systems. Supports and maintains user account information including rights, security, and systems groups. Performs basic operation, monitoring, installation, trouble shooting, relocations, or maintenance of communications equipment. Identifies and resolves basic communications problems. Prepares or assists in the preparation of service record documentation. Shows awareness of standards and regulatory requirements related to assigned tasks.

Assists in monitoring and providing assistance on the use and interface of systems, subsystems, and software applications. May be responsible for accessing data from and transferring data to various local, state, or federal databases. May assist in the review and recommendation of the procurement and inventory of information resources hardware or software. May write and update personal computer and mainframe application programs. Experience in automated data processing systems. Knowledge of the practices, principles, and techniques of computer operations, of information systems, of computer software and hardware, and of information security policies and procedures. Skill in the use and support of personal computers, in the use of applicable programs and systems, and in troubleshooting information systems. Ability to operate information technology systems, to communicate effectively, and to train others.

Provides assistance in the design, development, and maintenance of various system applications. Provides technical assistance and support for applications and hardware problems. Installs, maintains, moves, and assists in testing and upgrading new and existing hardware/software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on system efficiency and utilization. May be responsible for accessing data from and transferring data to various local, state, or federal databases.

Installs, maintains, moves, and assists in testing and upgrading new and existing hardware and software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Develops procedure manuals. Develops and makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on systems efficiency and utilization. May supervise the work of others.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on

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instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

8.2 Help Desk Technician

Provide technical assistance to computer system users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks, and monitors the problem to ensure a timely resolution. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Answer questions or resolve computer problems for clients in person, via telephone or from remote location. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.

Provide service and preventive maintenance activities on terminals, printers, personal computers, etc. Basic knowledge of electrical/mechanical principles and basic electronics. Read and comprehend technical service manuals and publications. Knowledge of basic mathematics to read and understand various gauges, meters, and measurement devices. Able to diagnose and repair products by replacing worn or broken parts and making technical adjustments. Makes appropriate use of reference publications and diagnostic aids in resolving technical problems. Strong communication skills.

Assist in coordination of changes, upgrades and new products, ensuring systems shall operate correctly in current and future environment. Provide accurate and complete answers to general use and administrative environment questions in a timely manner. Implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors. Communicate accurate and useful status updates. Manage and report time spent on all work activities. Ability to work in a team environment.

Proven working experience in providing help desk support. Has a basic understanding of ITSM practices along with working knowledge of help desk software, databases and remote control. Able to receive calls and inquiries, provide support in accordance with established processes and document incidents and remedies. Must be great communicators and be able to translate their technical knowledge into actionable direction.

Has a basic understanding of EIR Accessibility and assistive technologies used by people with disabilities. Understands protocols for communicating with customers requiring special assistance to obtain required or requested information.

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- **Level 1:** 1-3 years of experience in the field or in a related area. Handle Tier 1 help desk escalations through tickets or phone. Follow up on outstanding requests and ensure timely resolution. Create accounts and configure hardware as part of on-boarding process. Support audio and video equipment in conference rooms.
- **Level 2:** 4-7 years of experience in the field or in a related area. Provides the second level of support to end users by handling service requests that have been escalated by lower tiers. Support will be provided onsite, remotely, over the phone, or via email. They will be required to develop solutions for network, desktop, and server problems.
- **Level 3:** 8 or more years of experience. Provides the highest level of support to end users by handling service requests that have been escalated by lower tiers. Support will be provided onsite, remotely, over the phone, or via email. They will be required to develop solutions for complex network, desktop, and server problems.

8.3 Business Continuity Analyst

Prepare companies for the event of blackouts or disasters in which company information could be lost. They analyze potential risks and losses and design, test and implement recovery plans.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

8.4 Product Support Analyst

Evaluate failures, bugs, systemic problems, and hardware and report on necessary steps. Consider site-specific information like hardware, operating system, and user requirements to appropriately resolve problems. Install applications, hardware, parts, and/or equipment. Product Support Analyst common tasks include: troubleshoot, diagnose and repair product and service concerns; contribute to and use knowledge base; communicate ongoing problems and fixes internally and with customers; report on product and service problems; and guide customers on product features, product selection and configuration and implementation.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited

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experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

8.5 Site Reliability Engineer

Responsible for availability, latency, performance, efficiency, change management, monitoring, emergency response, and capacity planning.” Site reliability engineers create a bridge between development and operations by applying a software engineering mindset to system administration topics.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

8.6 Instructor Trainer

Responsible for preparing, conducting, and evaluating technical training programs. Writes literature and materials to be used in programs and designs exercises to enhance lectures. Shall deliver on-site and web-based training courses covering any number of software solutions.

Leads development of infrastructure for information delivery, as well as taking part in the writing and maintenance of training material and supplementary technical documentation. Creates instructor materials (course outlines, background material, instructional materials, and training aids), as needed for different COTS Products/Current IT-Driven in-house solutions as well as desktop support processes, i.e. Remote Access Systems, RAS step by step procedure. Assists with formatting training materials created by other DIR Staff as requested. Determines needs and develops plans to meet the need of customers. Assists in design of computer-based and multimedia curriculum. Shall be planning, directing and undertaking classroom training, electronic learning, multimedia programs, and other computer-aided instructional technologies, simulators, conferences and workshops. The trainer will manage the training program in accordance with business needs, regulatory requirements, and Quality Management System. Help staff with their productivity reporting both within and without the agency. Researches and recommends vendors and costs for various training methods including: training classes from outside vendors; books; readymade training guides; computer or web based training. Stay current

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with developments in computer training field, especially alternative media/methods for instruction.

This instructor uses a computer to organize and draft a curriculum that breaks a complex subject into blocks or units of instruction, creates graphics, and integrates them into curriculum. Courses may be instructor based, computer-based, simulator based, interactive, or non-interactive. This instructor also teaches short technical courses in accordance with approved curriculum to maintain proficiency and to evaluate and develop new instructional techniques/courses. Job duties also include the following: incorporation of new curriculum in the teaching process (e.g., develops clarification or examples of application related to the subject matter), development and maintenance of classroom techniques that reflect professionalism and good discipline and enhance teaching, development of alternative teaching techniques and scenarios to maintain high motivation and interest in the subject areas, and while acting as the testing officer, the conducting of test analysis and development or revision of test items.-The Training Specialist is primarily responsible for working with a team of Training Specialist in technical and system curriculum delivery, revision and maintenance.

This specialist will gather, analyze, translate and compose technical information into clear, readable materials to be used by technical and non-technical personnel. Collect data and analyze audiences and training needs, based on new business processes and policies, and apply these into successful training delivery. This specialist will teach technical courses in accordance with approved curriculum to maintain proficiency and to evaluate and develop new instructional techniques/courses.

Has a basic understanding of EIR Accessibility and assistive technologies used by people with disabilities. Understands protocols for communicating with customers requiring special assistance to obtain required or requested information.

- **Level 1:** Minimum 3 to 5 years of training work experience delivering technical training. Minimum 3 years of experience conducting classes regarding software solutions, IT security, IT system installation, software programming, system maintenance, and repair of software, operational support best practices, and equipment. Experience with web-based learning management systems and e-Learning authoring tools. Expert knowledge of MS Office Suite 2010 (Word, Excel, PowerPoint, Outlook). A high degree of aptitude and flexibility to deliver training on a myriad of software products. Experience in delivering technical training in cloud-based technology is a plus.
- **Level 2:** Minimum 5 to 8 years of experience designing, developing and implementing training curricula. Develop training programs, including web-based and instructor led courses, job-aids, videos, etc. Minimum 5 years of experience conducting classes regarding standard operating procedures of various software solutions, IT security, IT system installation, software programming, system maintenance, and repair of software, operational support best practices, and equipment. Experience with web-based learning management systems and e-Learning authoring tools. Expert knowledge of MS Office Suite 2010 (Word, Excel, PowerPoint, Outlook). A high

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degree of aptitude and flexibility to deliver training on a myriad of software products. Experience in delivering technical training in cloud-based technology is a plus.

- **Level 3:** 8 or more years of experience designing, developing and implementing training curricula. Develop training programs, including web-based and instructor led courses, job-aids, videos, etc. Minimum 5 years of experience conducting classes regarding standard operating procedures of various software solutions, IT security, IT system installation, software programming, system maintenance, and repair of software, operational support best practices, and equipment. Experience with web-based learning management systems and e-Learning authoring tools. Expert knowledge of MS Office Suite 2010 (Word, Excel, PowerPoint, Outlook). A high degree of aptitude and flexibility to deliver training on a myriad of software products. Experience in delivering technical training in cloud-based technology is a plus.

8.7 **Undefined Title: Technical Services, Help Desk and Operations**

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

9 Information Technology Services Management (ITSM Operations)

9.1 **Change Management Manager/Organizational Change Management (OCM)**

The primary role and responsibility of OCM analyst is to schedule, plan and execute releases, develop release plans, oversee release milestones, monitor related dependencies, manage risks and issues to ensure timely resolution. Executes project-level change strategies, including the measurement of change readiness and long-term sustainability. Assists in planning and designing business processes; assists in formulating recommendations to improve and support business activities. The analyst ensures the successful project delivery, long-term sustenance and continuous process improvements. Assists in creating basic test scenarios to be used in testing the business applications in order to verify that client requirements are incorporated into the system design. The OCM analyst works closely with the risk managers, application development team, quality assurance team, and other technology partners (DBAs, SAs, etc) to provide complete the IT Operations' tasks. The activities are creating change ticket, performing application releases, automate production release process, create reports/status updates, refresh environments for testing and scheduling/coordinating infrastructure activities. Manages scope - review changes with the Customer Director/Manager or the Program Manager, then resolve and document those changes with the product owners. Coordinates testing and communication strategies. Manages RFC documentation, make copies and files as needed. Tracks and reports on delinquent RFC completion status reporting; obtains data from RFC submitters. Reports status of each RFC.

Experience in being a team player in change management process. Possess in depth knowledge of each line of business in order to anticipate necessary changes in related to training, communications, stakeholder buy-in, behavioral change to facilitate successful implementation of software applications and systems.

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Understands EIR Accessibility requirements and their technical specifications. Ensures the EIR Accessibility is integrated into the project lifecycle at the appropriate points (planning, design, development, test, etc.) and ensures that resources are included to implement EIR accessibility within the project.

- **Level 1:** Overall experience of 2 to 5 years of experience in IT operations with solid Change Management knowledge. At least 2 years of experience in change management background, based on ITIL principles and practices. In addition, good knowledge on other ITSM processes. Proven service management background based on ITIL principles and practices. Prosci or Change Management Advance Practitioner (CMAP) credential (preferred).
- **Level 2:** Overall experience of 4 to 7 years of experience in IT operations with solid Change Management knowledge. At least 3 years' experience in change management background, based on ITIL principles and practices. In addition, good knowledge on other ITSM processes. Minimum 3 years of experience maintaining rigorous check points while constantly and consistently ensuring projects stay on time, within budget and meets quality standards. Coordinates testing and communication strategies. Proven service management background based on ITIL principles and practices. Prosci or Change Management Advance Practitioner (CMAP) credential (preferred)"
- **Level 3:** 7 or more years of experience in IT operations with solid Change Management knowledge. At least 5 years' experience in change management background, based on ITIL principles and practices. In addition, good knowledge on other ITSM processes. Minimum 3 years of experience maintaining rigorous check points while constantly and consistently ensuring projects stay on time, within budget and meets quality standards. Coordinates testing and communication strategies. Proven service management background based on ITIL principles and practices. Prosci or Change Management Advance Practitioner (CMAP) credential (preferred)"

9.2 **Process Improvement Manager**

Identify, create, and participate in the implementation of business process improvements, enabling tools, and systems that deliver tangible value. Advisor on projects, offering solution-design support and best practices for process management.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

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9.3 Undefined Title: ITSM Operations

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

10 IT Marketing

10.1 Communications Coordinator

Effectively manage the brand 'Customer' through cooperative relationships with internal management and staff and external vendors, the news media, etc. by reinforcing the importance of branding, effective communication and the need for consistent branding and communications. Coordinate with Customer leadership, executives and staff to gather information about identified news-worthy events/activities/happenings for publication on website, social media, etc. Ensure consistency of the organization's message and brand identify among all communication mediums. Review all Elwyn external communications (newsletters, etc.) for consistent messaging, branding, etc. and coordinate production and distribution, identifying photo opportunities as needed. Segment lists based on buyer personas, targeted verticals, and behaviors like past email engagement and website interactions (content downloads, site page visits, etc.). Develop a presence and a working relationship with Customer management and staff to be seen as a required resource for communicating with the public. Assist in developing, organizing, creating and publicizing press packets, articles, promotional materials etc. Works with vendors to deliver specialized tactics such as event planning, Web/podcasts, and video production.

Create, implement and evaluate communications strategies and plans that align with the organization's strategic plan. Creates goals and set measurable objectives. Monitors effectiveness and trends, ensures message accuracy, analyzes and applies market research. Provides communications support via strategic planning, project implementation and post-implementation support. Shall keep abreast of trends and possible cooperative programs. Review literature, and otherwise keep current of industry and communication trends.

Understands EIR Accessibility requirements and their technical specifications. Ensures the EIR Accessibility is integrated into the project lifecycle at the appropriate points (planning, design, development, test, etc.) and ensures that resources are included to implement EIR accessibility within the project.

- **Level 1:** 1-2 years of experience as a Marketing Communications Coordinator. Minimum of 1 – 2 years of experience with external documents such as newsletters or demonstrated equivalent writing and publishing design skills; public relations, marketing, targeted marketing, especially social media, promotional marketing, lead nurturing, marketing automation tools, and web analytics for any agency. Excellent understanding of email marketing concepts and metrics such as Sender Score, deliverability, and sender reputation. Min 1 year of experience in email marketing and marketing automation technology. Demonstrated intermediate experience with Microsoft Office applications, including Word, Excel, Outlook, Publisher and

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PowerPoint; Access, and report-writer and/or Adobe Creative Suite experience preferred. Knowledge of Associated Press Style.

- **Level 2:** 2-5 years of experience as a Marketing Communications Coordinator. Minimum of 1 – 2 years of experience with external documents such as newsletters or demonstrated equivalent writing and publishing design skills; public relations, marketing, targeted marketing, especially social media, promotional marketing, lead nurturing, marketing automation tools, and web analytics for any agency. Excellent understanding of email marketing concepts and metrics such as Sender Score, deliverability, and sender reputation. Min 1 year of experience in email marketing and marketing automation technology. Demonstrated intermediate experience with Microsoft Office applications, including Word, Excel, Outlook, Publisher and PowerPoint; Access, and report-writer and/or Adobe Creative Suite experience preferred. Knowledge of Associated Press Style.
- **Level 3:** 5+ years of experience as a Marketing Communications Coordinator. Minimum of 3 years of experience with external documents such as newsletters or demonstrated equivalent writing and publishing design skills; public relations, marketing, targeted marketing, especially social media, promotional marketing, lead nurturing, marketing automation tools, and web analytics for any agency. Excellent understanding of email marketing concepts and metrics such as Sender Score, deliverability, and sender reputation. Min 2 years of experience in email marketing and marketing automation technology. Highly analytical and able to derive meaning from data through A/B testing and email and landing page optimization. Demonstrated intermediate experience with Microsoft Office applications, including Word, Excel, Outlook, Publisher and PowerPoint; Access, and report-writer and/or Adobe Creative Suite experience preferred. Knowledge of Associated Press Style.

10.2 [Customer Relationship Manager \(CRM\)](#)

Reviews customer data and offer recommendations to companies based on their findings.

Customer data can be pulled from anything, including surveys, traffic to the business's website, browsing habits and purchase history. Communicate complex data in comprehensible ways.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

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10.3 Digital Marketing Analyst

Responsible for analyzing statistics and looking for ways that the company can improve its online marketing efforts. These efforts include things like social media ads, website banner ads, and online branding. Many businesses know that digital marketing is essential to their success.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

10.4 Web Content Technician/Manager

Create content strategies, research trending topics, and write content. The web content manager is responsible for establishing and maintaining the organization's website publication strategy. They typically work in an office environment. Web Content Technicians work closely with other members of their team, such as writers, designers, and managers.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

10.5 Undefined Title: IT Marketing

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.

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11 Information Technology Contracting and Procurement

11.1 IT Contract Manager

Possess a current knowledge of business trends, government regulations, commercial business laws and regulations, software licensing practices, as well as negotiation and pricing techniques, in order to effectively negotiate contracts and to advise executive management of the contractual ramifications associated with agreements and actions contemplated by DIR. Responsible for developing and implementing a strategic direction for supplier performance, working with top leadership and senior managers across departments. The Contract Manager will work with a wide range of internal and external stakeholders to ensure that the supplier performance and contract management strategy is understood and that effective support for the strategy is achieved. Shall be responsible for developing and managing strategic contracts in accordance with the Council's vision, policies, governance arrangements and values. Will Develop and manage strategic contracts that reflect customers' needs and take account of legislation, H&S, fraud prevention, sustainability and workforce issues.

Operationally manage the specified portfolio of Customer expenditure on a day-to-day basis in line with the overall strategy, including: Managing performance to SLAs and against KPIs; Ensuring other contractual obligations are fulfilled, including Health and Safety and Sustainability; Understanding the customer experience, including managing any comments or complaints; Communication and escalation internally and externally; Maintaining contingency plans and managing risks; and Budget management.

Deliver efficiencies and service improvements, leading on continuous improvement initiatives, including: Improving the customer experience including proactive action to prevent future complaints; Regular benchmarking and alternative service modelling activities; Exploring opportunities for collaboration across public sector; Maintaining contact with the marketplace to be aware of the latest trends and sector initiatives; Assisting Customer make Value for Money (VFM) choices when commissioning change to existing contracts; Process efficiencies and communications enhancements; Ensuring appropriate career development and knowledge sharing opportunities are available to staff.

Must have rich knowledge of contracting concepts and contract acquisition law and regulations. Knowledge of Federal Government Contract types as well as State Contracts, an advanced working knowledge of the FAR, working of standard state and commercial contract terms, property and equipment is a plus.

Understands EIR Accessibility requirements and their technical specifications. Ensures the EIR Accessibility is integrated into the project lifecycle at the appropriate points (planning, design, development, test, etc.) and ensures that resources are included to implement EIR accessibility within the project.

- **Level 1:** 5+ years of experience leading competitive bidding processes (Request for Proposals, Request for Information, Invitation for Bids, etc.) and contract negotiations. Must have experience with standard concepts, practices, and procedures relating to Government Agencies, DOD and IC contracting; relying on experience and judgment to plan and accomplish goals. Experience with large integration programs/proposals,

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and performance-based programs a plus. Certified Texas Contract Developer (CTCD), Certified Texas Contract Manager (CTCM), Certified Federal Contracts Manager (CFCM) or Certified Professional Contracts Manager (CPCM) credentials a plus.

- **Level 2:** 10-15 years of experience working as a Contract Manager with 5+ years of experience drafting/developing business contracts for IT, Professional Services, Software Development, COTS based solution, System Integration, Cloud, Big Data, Business Intelligence Reporting and equivalent task areas. Must have a demonstrated experience for 5+ years leading competitive bidding processes (Request for Proposals, Request for Information, Invitation for Bids, etc.) and contract negotiations. Must be having a Universal Public Procurement Certification Council (UPPCC) Procurement Certification, or another state, nationally or federally recognized procurement certification/credential. For ex: Certified as Public Purchasing Officer (CPPO), Certified Professional Public Buyer (CPPB) from UPPCC, Certified Federal Contracts Managers (CFCM) or Certified Professional Contract Manager (CPCM) or any equivalent certification such as Certified Texas Contract Developer (CTCD) or Certified Texas Contract Manager (CTCM).

11.2 **IT Contract Administrator/Technician**

Provides technical assistance to program staff and contractors regarding contract procedures. Maintains contract file information and/or enter contract data into contract management databases. Maintains accurate and current contract information. Maintains contract file information in accordance with customer policy and procedure, including ensuring that documents are timely and correctly filed, and disposed of in accordance with records retention policy and procedure. Uploads contract related documents and enters contract related data into contract records database in accordance with agency policy and procedure. Assists Contract Manager with preparation of documents contract execution in accordance with agency policy and procedure and coordinates the logistics of routing contracts for signature with contractors. Conducts any required vendor background checks prior to renewal and contract execution. Provides technical assistance to contractors and agency staff on questions related to contract compliance, processing and management. Provides contractors with information and updates in required forms and agency policies and standards or performance. Reviews contract data for upcoming renewal and expiration periods and updates calendar for completing all renewals and contract close-outs timely. Receives and documents timely compliance reports. Notifies contractors when reports have not been timely received.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM) credentials a plus.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity

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and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM credentials a plus.

- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM credentials a plus.

11.3 IT Procurement Technician

Possess a current knowledge of business trends, government regulations, software licensing practices, as well as negotiation and pricing techniques, in order to effectively find manufacturers for a particular technology product or service, ensure order fulfillment with vendors and negotiate pricing and delivery schedules.

- **Level 1:** 1-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM credentials a plus.
- **Level 2:** 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM credentials a plus.
- **Level 3:** 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected. Certified Texas Contract Developer (CTCD), or Certified Texas Contract Manager (CTCM) credentials a plus.

11.4 Undefined Title: Information Technology Contracting and Procurement

Customer defined title, position, job description, and experience level. This Undefined Position does not have an associated Not to Exceed rate. Customers must competitively solicit DIR ITSAC Contract Holders in accordance with threshold requirements and negotiate rates directly with Contract Holders.