

**AUTHORIZED FEDERAL SUPPLY SERVICE  
SCHEDULE PRICE LIST FOR  
MISSION ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)  
SCHEDULE**

**FSC Group 874**

**Contract Number GS-23F-8079H**

**SPECIAL ITEM NUMBERS (SIN):**

- SIN 874-1 Consulting Services
- SIN 874-2 Facilitation Services
- SIN 874-3 Survey Services
- SIN 874-4 Training Services
- SIN 874-6 Acquisition Management Support
- SIN 874-7 Program Project Management Services

**Period Covered by the Contract: 23 December 1997 to 30 September 2012  
Price List current through Modification Number PA-0011 dated 30 September 2010  
Business size: Large**

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The internet address for GSA Advantage! is [www.gsaadvantage.gov](http://www.gsaadvantage.gov). For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at [fss.gsa.gov](http://fss.gsa.gov).

**Northrop Grumman Space & Mission Systems Corp.**

7575 Colshire Drive  
McLean, VA 22102

<http://www.is.northropgrumman.com/contracts/gsa/mobis/index.html>

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## 1.0 CUSTOMER INFORMATION

- 1a. **Special Item Numbers:** See page 6.
- 1b. **Identification of lowest price model number and lowest unit price for each SIN:** Not applicable.
- 1c. **Description of job titles, experience, functional responsibility, and education for services performed:** See tables 2.1, 2.2, and 2.4 through 2.13.
2. **Maximum Order:** \$1,000,000.00 (Orders exceeding this amount may seek a price reduction.)
3. **Minimum Order:** The minimum dollar value for delivery orders under the Northrop Grumman Space & Mission Systems Corp. MOBIS Schedule Contract is \$100.
4. **Geographic Coverage:** The geographic scope of this Contract is all 50 states, the District of Columbia, U.S. Territories, and all U.S. Government locations abroad.
5. **Points of Production:** McLean, Virginia, 22102. No foreign products will be provided at this time.
6. **Discount from list prices or statement of net price:** All prices listed are net after discount.
7. **Quantity Discounts:** No quantity discounts are offered.
8. **Prompt Payment Terms:** Net 30 days.
- 9a. **Notification that Government purchase cards are accepted at or below the micro-purchase threshold.**
- 9b. **Government purchase cards** are accepted above the micro-purchase threshold.
10. **Foreign Items:** No foreign items are offered under the Northrop Grumman Space & Mission Systems Corp. MOBIS Schedule Contract.
- 11a. **Time of Delivery:** Delivery Schedule shall be specified in each Delivery Order/Task Order.
- 11b. **Expedited Delivery:** Not applicable.
- 11c. **Overnight and 2-day delivery:** Not applicable.
- 11d. **Urgent Requirements:** Clause I-FSS-140-B, Urgent Requirements, applies to the Northrop Grumman Space & Mission Systems Corp. MOBIS Schedule Contract. Ordering agencies may contact either of the points of contact identified on page 4 of this pricelist to inquire about faster delivery.
12. **F.O.B. Point:** Destination.
  
13. a. **Contractor's Ordering Address:**

Northrop Grumman Space & Mission Systems Corp.  
7575 Colshire Drive  
McLean, VA 22102  
Phone: 703.556.1641  
Facsimile: 703.556.1518  
E-Mail: [erin.murphy@ngc.com](mailto:erin.murphy@ngc.com)

13. **b. Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. **Contractor's Payment Address:**

**Payment by check should be sent to:**

Northrop Grumman Space & Mission Systems Corp.  
c/o JP Morgan Chase Bank, New York  
Account Number: See Invoice  
P.O. Box 27307  
New York, NY 10087-7307

**Wire Transfer Payment (EFT Remittance):**

Northrop Grumman Space & Mission Systems Corp.  
Account Number: See Invoice  
Bank ABA Number: See Invoice  
P.O. Box 27307  
New York, NY 10087-7307

15. **Warranty Provision:** For the purpose of this contract, commitments, warranties and representations include that the items delivered hereunder are merchantable and fit for use for the particular purpose described in this contract. Except as otherwise provided by an express or implied warranty, the Contractor will not be liable to the Government for consequential damages resulting from any defect or deficiencies in accepted items. The Contractor shall comply with all applicable Federal, State and local laws, executive orders, rules and regulations applicable to its performance under this contract.

16. **Export Packing Charges:** Not applicable.

17. **Terms and Conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** In accordance with the Government purchase card guidelines.

18. **Terms and Conditions of Rental, Maintenance, and Repair:** Not applicable.

19. **Terms and Conditions of Installation:** Not applicable.

20. **Terms and Conditions of Repair Parts indicating date of parts price lists and any discounts from list prices:** Not applicable.

20a. **Terms and Conditions for any other services:** Not applicable.

21. **List of Service and Distribution Points:** Not applicable.

22. **List of Participating Dealers:** Not applicable.
23. **Preventive Maintenance:** Not applicable.
- 24a. **Special Attributes such as environmental attributes:** None.
- 24b. **Section 508 Compliance:** Ordering agencies shall state in delivery order solicitations their requirements for Section 508 compliance, if any. The price of Section 508 compliance shall be negotiated on a delivery order basis.
25. **Data Universal Number System (DUNS) number:** 064683464
26. **Central Contractor Registration (CCR):** Northrop Grumman Space & Mission Systems Corp. is registered in the CCR; its entry can be viewed via the above provided DUNS number. NGMS has several listings in the CCR. For the purposes of this contract, the DUNS number is 064683464 and the CAGE Code is 1V4X9.
27. **Service Contract Act:** The Service Contract Act (SCA) may be applicable to this schedule contract and the labor categories may be subject to wage determinations (WD) based upon the work performed. The ordering agency's procuring contracting officer (PCO) is responsible for identifying the appropriate WD applicable to the effort, and for providing the appropriate WD accordingly.

## 2.0 OVERVIEW OF NORTHROP GRUMMAN MOBIS OFFERINGS

Northrop Grumman Space & Mission Systems (Northrop Grumman) is a multinational corporation with headquarters in McLean, Virginia. Northrop Grumman, offers a full range of professional services to all agencies and departments, both defense and civil, of the Federal Government. Under its GSA Mission Oriented Business Integrated Services (MOBIS) Schedule, Northrop Grumman serves all 50 states, the District of Columbia, U.S. Territories, and all U.S. Government locations abroad.

Our MOBIS services include: business process redesign; strategic and business planning; benchmarking; ISO 9000 and ISO 14000; activity-based costing; financial management analysis related to an improvement effort; acquisition planning; statistical process control; surveys; vulnerability and threat assessments; organizational assessments and evaluations; process improvements; process modeling and simulation; performance measurement; organizational design; change management; development of leadership/management skills; privatization analyses and assessments; project management support; and a wide range of management and organizational training modules complemented with customized training services. Service offerings are organized into the following Special Item Number (SIN) functional areas:

- SIN 874-1 Consulting Services;
- SIN 874-2 Facilitation Services;
- SIN 874-3 Survey Services;
- SIN 874-4 Training Services;
- SIN 874-6 Acquisition Management Support
- SIN 874-7 Program Integration and Project Management Services.

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

Northrop Grumman shall provide expert advice, assistance, guidance or counseling in support an agency's mission-oriented business functions. Services covered by this SIN are:

- Management or strategy consulting
- Program planning, audits, and evaluations
- Studies, analyses, scenarios, and reports relating to an agency's mission-oriented business programs or initiatives, such as defense studies, tabletop exercises or scenario simulations, educational studies, regulatory or policy studies, health care studies, economic studies, and preparedness studies
- Executive/management coaching services
- Customized business training as needed to successfully perform/complete a consulting engagement
- Policy and regulation development assistance
- Expert Witness services in support of litigation, claims, or other formal cases
- Advisory and assistance services in accordance with FAR 37.203

Financial audits are covered under GSA Schedule 520, Financial and Business Services, and are not allowed under this SIN. The term "consulting" as defined herein does not include staff augmentation.

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

Northrop Grumman shall provide facilitation and related decision support services for agencies engaged in collaboration efforts, working groups, or teams. Services covered by this SIN are:

- Defining, refining, and resolving disputes, disagreements, and divergent views (excluding EEO disputed)
- Leading or facilitating group briefings and discussions, enabling focused decision-making

- Recording discussion content and related facilitation support services
- Debriefing stakeholders
- Preparing and providing draft and final reports relating to the facilitated issues

Conference planning and management services are excluded from this SIN; these services are specifically covered under GSA Schedule 541, Advertising and Integrated Marketing Services. EEO disputes are covered under GSA Schedule 738X, Human Resources & Equal Employment Opportunity, and are excluded from this SIN.

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

Northrop Grumman shall provide surveying relating to mission-oriented business issues. Northrop Grumman shall assist with or perform all phases of the survey process. Services covered by this SIN are:

- Survey planning, design, and development
- Pretest/pilot surveying
- Assessing reliability and validity of data
- Conducting/administering surveys
- Analyses of quantitative and qualitative survey data
- Production of reports related to the survey
- Briefings of results to stakeholders

Any surveys relating to condition or status of equipment or property, or Architect and Engineering services as defined in FAR 36.601-4, are prohibited under MOBIS.

### **SIN 874-4 Training Services**

Northrop Grumman shall provide off-the-shelf or customized off-the-shelf training packages to meet specific agency needs relating to business services. Training course topics/themes covered by this SIN are:

- Customer service
- Team building
- Performance measurement, benchmarking
- Business process improvements or business process reengineering
- Quality standard development and organizational performance measurement
- Management and Leadership development
- Problem solving techniques
- Change management
- Strategic planning
- Quality management, quality standards
- ISO 9000

### **SIN 874-6 Acquisition Management Support**

Contractors shall provide professional support services to agencies in conducting federal acquisition management activities. Services covered by this SIN are: acquisition planning assistance, including market research and recommending procurement strategy; acquisition document development, including cost/price estimates, quality assurance surveillance plans, statements of work, synopses, solicitations, price

negotiation memoranda, etc.: expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis; contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies; contract close-out assistance; Competitive Sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies.

Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited under MOBIS. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award. For more information, see [www.gsa.gov/mobis](http://www.gsa.gov/mobis).

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

Northrop Grumman shall provide services to assist agencies in planning, initiating, managing, executing, and closing out mission-oriented business programs and projects. Services included are:

- Project leadership and communications with stakeholders
- Project planning and scheduling
- Earned value management support
- Project management, including performance monitoring and measurement
- Reporting and documentation associated with project/program objectives
- Stakeholders briefings, participation in required meetings, and related project support services
- Program integration services
- Project close-out services

All services must be provided and performed under the supervision/management of the Northrop Grumman Project Manager or Program Manager. Services provided under SIN without and accompanying Program/Project Manager labor category are prohibited.

The primary purpose and preponderance of work for any project award under this SIN must be for professional business services. Services covered by other GSA Schedules shall only be included in the project scope if they are directly related to the successful accomplishment of the project and are incidental to the overall effort. It is the responsibility of the Contracting Officer placing the order to make this determination.

### 3.0 NORTHROP GRUMMAN MOBIS LABOR CATEGORIES AND RATES

The common thread throughout all Northrop Grumman organizations and programs is the outstanding quality of our personnel. Northrop Grumman staff provides both breadth and depth of management, business, and technical capability. In delivering our MOBIS service offerings we will tap into an extremely wide range of skill sets in 86 separate labor categories. Labor rates shown in Tables 2.4 through 2.8 are valid for performance on a fiscal year basis; Northrop Grumman's MOBIS rates escalate on 1 October of each year. Northrop Grumman's current contract period runs through September 30, 2012. An overview of Northrop Grumman's MOBIS Schedule Catalog pricing is as follows:

Table 2.1 presents the descriptions and qualifications associated with each labor category.

Table 2.2 explains the exchanges that may be made between levels of education and experience.

Tables 2.3 through 2.8 display the contractor site and government site labor rates for the current option period (2007 – 2012).

#### Northrop Grumman's Evergreen Pricing Modification

Northrop Grumman has one five-year option period remaining (1 October 2012 through 30 September 2017). GSA has accepted Northrop Grumman's Evergreen labor rates via Modification PS08 dated 12 October 2004. These future labor rates can be used for pricing delivery orders with Periods of Performance past 30 September 2012. Should Northrop Grumman's MOBIS Schedule's final option period be exercised, these Evergreen labor rates will be in effect.

At this time, Northrop Grumman has not included its Evergreen pricing in this pricelist. Hourly labor rates for the period of 1 October 2012 – 30 September 2017 are available upon request.

**Table 2.1: Northrop Grumman MOBIS Schedule Labor Category Descriptions**

	Labor Category	Description
1	Senior Manager	Requires a Bachelor's degree in computer science, engineering, mathematics, business, management, or equivalent with 20 years experience, of which a minimum of 10 years must be specialized in managing projects, contracts, funds and resources.
2	Project Manager	Requires a Bachelor's degree in computer science, engineering, mathematics, business, management, or equivalent with 15 years experience, of which a minimum of 6 years must be specialized in managing projects, contracts, funds and resources.
3	Strategic Planner	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in strategic planning, process re-engineering, functional requirements development, or organizational redesign.
4	Senior Functional Analyst	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in systems design and analysis, functional requirements analysis, or modeling.
5	Functional Analyst	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in systems design and analysis, functional requirements analysis, or modeling.
6	Associate Functional Analyst	Requires a Bachelor's degree with 3 years experience of which a minimum of 1 year must be specialized in systems design and analysis, functional requirements analysis, or modeling.
7	Senior Economic Analyst	Requires a Bachelor's degree in finance, accounting, business or equivalent with 10 years experience of which a minimum of 4 years must be specialized in financial analysis of government or commercial programs.
8	Economic Analyst	Requires a Bachelor's degree in finance, accounting, business or equivalent with 5 years experience of which a minimum of 2 years must be specialized in financial analysis of government or commercial programs.
9	Junior Economic Analyst	Requires a Bachelor's degree in finance, accounting, business or equivalent.
10	Senior Modeler	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in activity, process flow, simulation, or data modeling using automated tools.
11	Modeler	Requires a Bachelor's degree with 5 years experience of which a minimum of 2 years must be specialized in activity, process flow, simulation, or data modeling using automated tools.
12	Junior Modeler	Requires a Bachelor's degree with training in activity, process flow, simulation, or data modeling using automated tools.
13	Senior Organizational Change Specialist	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in organizational assessment and evaluation, organizational design, or development of leadership/ management skills.
14	Organizational Change Specialist	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in organizational assessment and evaluation, organizational design, or development of leadership/ management skills.
15	Associate Organizational Change Specialist	Requires a Bachelor's degree with 3 years experience of which a minimum of 1 year must be specialized in organizational assessment and evaluation, organizational design, or development of leadership/management skills.
16	Senior Implementation Planner	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in implementation or transition planning for government or commercial systems and processes.
17	Implementation Planner	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in implementation or transition planning for government or commercial systems and processes.
18	Associate Implementation Planner	Requires a Bachelor's degree with 3 years experience of which a minimum of 1 year must be specialized in implementation or transition planning for government or commercial systems and processes.
19	Principal Information Technologist	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with 12 years experience of which a minimum of 5 years must be specialized in the architectural design and systems integration of advanced information technology systems.
20	Senior Information Technologist	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with 7 years experience of which a minimum of 3 years must be specialized in the design, integration, or operation of advanced information technology systems.

	Labor Category	Description
21	Information Technologist	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with 3 years experience of which a minimum of 1 year must be specialized in the design, integration, or operation of advanced information technology systems.
22	Junior Information Technologist	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with training in the design, integration, or operation of advanced information technology systems.
23	Internet Systems Architect	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with 12 years experience of which a minimum of 5 years must be specialized in web page design and implementation for multiple browser and platform environments.
24	Internet Senior Systems Engineer	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with 7 years experience which a minimum of 3 years must be specialized in web page design and implementation.
25	Internet Systems Engineer	Requires a bachelor's degree in computer science, engineering, mathematics, or equivalent with 3 years experience of which a minimum of 1 year must be specialized in web page design and implementation.
26	Junior Internet Systems Engineer	Requires a Bachelor's degree in computer science, engineering, mathematics, or equivalent with training in web page design and implementation.
27	Principal Communications Architect	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with 15 years experience of which a minimum of 6 years must be specialized in the architectural design and systems integration of advanced data or voice communication systems.
28	Senior Communications Engineer	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with 10 years experience of which a minimum of 4 years must be specialized in the design, integration, or operation of advanced data or voice communication systems.
29	Communications Engineer	Requires a Bachelor's degree engineering, physics, computer science, or equivalent with 5 years experience of which a minimum of 2 years must be specialized in the design, integration, or operation of advanced data or voice communication systems.
30	Junior Communications Engineer	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with training in the design, integration, or operation of advanced data or voice communication systems.
31	Principal Hardware Architect	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with 15 years experience of which a minimum of 6 years must be specialized in the architectural design and systems integration of hardware systems including requirements analysis, site surveys, and hardware installation.
32	Senior Hardware Systems Engineer	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with 10 years experience of which a minimum of 4 years must be specialized in the design, integration, and installation of hardware systems.
33	Hardware Systems Engineer	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with 5 years experience of which a minimum of 2 years must be specialized in the design, integration, and installation of hardware systems.
34	Junior Hardware Systems Engineer	Requires a Bachelor's degree in engineering, physics, computer science, or equivalent with training in the design, integration, and installation of hardware systems.
35	Principal Software Architect	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 15 years experience of which a minimum of 6 years must be specialized in software requirements analysis, design analysis, programming, integration, documentation, and test and evaluation.
36	Senior Software Developer	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 10 years experience of which a minimum of 4 years must be specialized in software requirements analysis, design analysis, programming, integration, documentation, or test and evaluation.
37	Software Developer	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 5 years experience of which a minimum of 2 years must be specialized in software requirements analysis, design analysis, programming, integration, documentation, or test and evaluation.
38	Junior Software Developer	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with training in software requirements analysis, design analysis, programming, integration, documentation, or test and evaluation.

	Labor Category	Description
39	Principal Computer System Architect	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 12 years experience of which a minimum of 5 years must be specialized in architectural design, and network integration of advanced computer systems applicable to a wide range of operating environments.
40	Senior Computer Systems Specialist	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 7 years experience of which a minimum of 3 years must be specialized in design, integration and operation of advanced computer systems.
41	Computer System Specialist	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with 3 years experience of which a minimum of 1 year must be specialized in design, integration, or operation of advanced computer systems.
42	Junior Computer System Specialist	Requires a Bachelor's degree in computer science, engineering, mathematics or equivalent with training in design, integration, or operation of advanced computer systems.
43	Senior Information Analyst	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in the analysis or application of information technology systems.
44	Information Analyst	Requires a Bachelor's degree with 3 years experience of which a minimum of 1 year must be specialized in the analysis or application of information technology systems.
45	Junior Information Analyst	Requires a Bachelor's degree with training in the analysis or application of information technology systems.
46	Senior Facilitator	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in the facilitation of working group and team processes with demonstrated problem solving skills associated with such facilitation.
47	Facilitator	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in the facilitation of working group and team processes with demonstrated problem solving skills associated with such facilitation.
48	Associate Facilitator	Requires a Bachelor's degree with 5 years experience of which a minimum of 2 years must be specialized in the facilitation of working group and team processes.
49	Data Collector	Requires a Bachelor's degree with 4 years experience of which a minimum of 1 year must be specialized in the collection, organization and presentation of data.
50	Junior Data Collector	Requires a Bachelor's degree with training in the collection, organization and presentation of data.
51	Senior Survey Designer	Requires a Bachelor's degree with 15 years experience of which a minimum of 6 years must be specialized in survey design, sampling, development, validation, and administration.
52	Survey Designer	Requires a Bachelor's degree with 10 years experience of which a minimum of 6 years must be specialized in survey design, sampling, development, validation, and administration.
53	Associate Survey Designer	Requires a Bachelor's degree with 5 years experience of which a minimum of 2 years must be specialized in survey design, sampling, development, validation, and administration.
54	Senior Survey Analyst	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in the analysis, statistical interpretation, and reporting of survey data.
55	Survey Analyst	Requires a Bachelor's degree with 5 years experience of which a minimum of 2 years must be specialized in the analysis, statistical interpretation, and reporting of survey data.
56	Junior Survey Analyst	Requires a Bachelor's degree with training in the analysis, statistical interpretation, and reporting of survey data.
57	Senior Database Developer	Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in database development and administration.
58	Database Developer	Requires a Bachelor's degree with 5 years experience of which a minimum of 2 years must be specialized in database development administration.
59	Junior Database Developer	Requires a Bachelor's degree with training in database development and administration.
60	Senior Training Manager	Requires a Bachelor's degree in management, training, education or equivalent with 15 years experience of which a minimum of 6 years must be specialized in managing the design, development, and delivery of training products and services.
61	Principal Instructional Architect	Requires a Bachelor's degree in training, education or equivalent with 15 years experience of which a minimum of 6 years must be specialized in the design of training programs and curricula and the design and development of training products and services.

	Labor Category	Description
62	Senior Instructional Designer	Requires a Bachelor's degree in training, education or equivalent with 10 years experience of which a minimum of 4 years must be specialized in the design and development of training products and services.
63	Instructional Designer	Requires a Bachelor's degree in training, education or equivalent with 3 years experience of which a minimum of 1 year must be specialized in the design and development of training products and services.
64	Junior Instructional Designer	Requires a Bachelor's degree in training, education or equivalent with knowledge of design and development of training products and services.
65	Courseware Developer	Requires a Bachelor's degree in training, education or equivalent with 2 years experience of which a minimum of 1 year must be specialized in courseware authoring for computer-based training.
66	Junior Courseware Developer	Requires a Bachelor's degree in training, education or equivalent with training in courseware authoring
67	Senior Media Specialist	Requires a Bachelor's degree in media production or equivalent with 10 years experience of which a minimum of 4 years must be specialized in the design, development and implementation of audiovisual media.
68	Media Specialist	Requires a Bachelor's degree in media production or equivalent with 3 years experience of which a minimum of 1 year must be specialized in the design, development and implementation of audiovisual media.
69	Junior Media Specialist	Requires a Bachelor's degree in media production or equivalent with training in the design, development and implementation of audiovisual media.
70	Senior Instructor	Requires a Bachelor's degree in education, training or equivalent with 10 years experience of which a minimum of 4 years must be specialized in the delivery of training instruction and services.
71	Instructor	Requires a Bachelor's degree in education, training or equivalent with 3 years experience of which a minimum of 1 year must be specialized in the delivery of training instruction and services.
72	Clerical	Requires a minimum of 1 year experience in administrative or office support.
73	Senior Administrative Assistant	Requires a Bachelor's degree or equivalent and 5 years of experience in providing administrative and business operations support to government or commercial programs.
74	Systems Technologist I	Requires a Bachelor's degree in engineering, physics, mathematics, computer science or related technical discipline and 17 years of experience of which a minimum of 10 years must involve the analysis, development or deployment of advanced technologies within a multidisciplinary systems environment.
75	Systems Technologist II	Requires a Bachelor's degree in engineering, physics, mathematics, computer science or related technical discipline and 12 years of experience of which a minimum of 7 years must involve the analysis, development or deployment of advanced technologies within a multidisciplinary systems environment.
76	Systems Technologist III	Requires a Bachelor's degree in engineering, physics, mathematics, computer science or related technical discipline and 9 years of experience of which a minimum of 4 years must involve the analysis, development or deployment of advanced technologies within a multidisciplinary systems environment.
77	Systems Technologist IV	Requires a Bachelor's degree in engineering, physics, mathematics, computer science or related technical discipline and 6 years of experience of which a minimum of 2 years must involve the analysis, development or deployment of advanced technologies within a multidisciplinary systems environment.
78	Systems Technologist V	Requires a Bachelor's degree in engineering, physics, mathematics, computer science or related technical discipline and 4 years of experience of which a minimum of 1 year must involve the analysis, development or deployment of advanced technologies within a multidisciplinary systems environment.
79	Senior Business Specialist	Requires a Bachelor's degree and 12 years of experience in performing business operations analysis, program control, or contract administration for government or commercial programs.
80	Business Specialist	Requires a Bachelor's degree and 6 years of experience in performing business operations analysis, program control, or contract administration for government or commercial programs.
81	Junior Business Specialist	Requires a Bachelor's degree and training in operations analysis, program control, or contract administration for government or commercial programs.

	Labor Category	Description
82	Senior Clerical	Requires a minimum of 4 years experience in administrative or office support.
83	Office Intern I	Requires completion of a freshman year college academic program and continued pursuit of an undergraduate degree.
84	Office Intern II	Requires completion of a college preparatory program through the sophomore year of high school and continued pursuit of a high school diploma with plans for college enrollment.
85	Senior Strategic Consultant	Requires a Bachelor's degree and 15 years of experience with at least 7 years of senior management level experience within the federal government or private industry. Must possess management or technical insight/capabilities of strategic significance and which are nationally recognized.
86	Strategic Consultant	Requires a Bachelor's degree and 10 years of experience with at least 5 years of senior management level experience within the federal government or private industry. Must possess management or technical insight/capabilities of strategic importance.

**Table 2.2: Northrop Grumman's Education/Experience substitution policy**

Degree	Degree & Experience Substitution	Related Experience Substitution
Associate's	2 years	2 years
Bachelor's	Associate's + 2 years	4 years
Master's	Bachelor's + 2 years	6 years
Doctorate	Master's + 4 years	10 years

Table 2.3: Labor Rates for MOBIS Contract Year 11 (1 October 2007 – 30 September 2008)

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 11 (10/1/07-9/30/08)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
1	Senior Manager	\$225.25	\$1,802.00	\$186.79	\$1,494.32
2	Project Manager	\$177.85	\$1,422.80	\$147.48	\$1,179.84
3	Strategic Planner	\$177.85	\$1,422.80	\$147.48	\$1,179.84
4	Senior Functional Analyst	\$150.75	\$1,206.00	\$124.99	\$999.92
5	Functional Analyst	\$117.17	\$937.36	\$97.14	\$777.12
6	Associate Functional Analyst	\$89.59	\$716.72	\$74.29	\$594.32
7	Senior Economic Analyst	\$117.17	\$937.36	\$97.14	\$777.12
8	Economic Analyst	\$89.59	\$716.72	\$74.29	\$594.32
9	Junior Economic Analyst	\$72.11	\$576.88	\$59.82	\$478.56
10	Senior Modeler	\$117.17	\$937.36	\$97.14	\$777.12
11	Modeler	\$89.59	\$716.72	\$74.29	\$594.32
12	Junior Modeler	\$72.11	\$576.88	\$59.82	\$478.56
13	Senior Organizational Change Specialist	\$150.75	\$1,206.00	\$124.99	\$999.92
14	Organizational Change Specialist	\$117.17	\$937.36	\$97.14	\$777.12
15	Associate Organizational Change Specialist	\$89.59	\$716.72	\$74.29	\$594.32
16	Senior Implementation Planner	\$139.45	\$1,115.60	\$115.63	\$925.04
17	Implementation Planner	\$117.17	\$937.36	\$97.14	\$777.12
18	Associate Implementation Planner	\$89.59	\$716.72	\$74.29	\$594.32
19	Principal Information Technologist	\$135.90	\$1,087.20	\$112.67	\$901.36
20	Senior Information Technologist	\$116.11	\$928.88	\$96.27	\$770.16
21	Information Technologist	\$89.59	\$716.72	\$74.29	\$594.32
22	Junior Information Technologist	\$75.92	\$607.36	\$62.92	\$503.36
23	Internet Systems Architect	\$138.33	\$1,106.64	\$114.69	\$917.52
24	Internet Senior Systems Engineer	\$119.44	\$955.52	\$99.04	\$792.32
25	Internet Systems Engineer	\$92.74	\$741.92	\$76.90	\$615.20
26	Junior Internet Systems Engineer	\$76.27	\$610.16	\$63.24	\$505.92
27	Principal Communications Architect	\$150.75	\$1,206.00	\$124.99	\$999.92
28	Senior Communications Engineer	\$124.50	\$996.00	\$103.23	\$825.84
29	Communications Engineer	\$97.18	\$777.44	\$80.58	\$644.64
30	Junior Communications Engineer	\$75.92	\$607.36	\$62.92	\$503.36
31	Principal Hardware Architect	\$139.45	\$1,115.60	\$115.63	\$925.04
32	Senior Hardware Systems Engineer	\$117.17	\$937.36	\$97.14	\$777.12
33	Hardware Systems Engineer	\$95.08	\$760.64	\$78.84	\$630.72
34	Junior Hardware Systems Engineer	\$72.11	\$576.88	\$59.82	\$478.56
35	Principal Software Architect	\$160.36	\$1,282.88	\$132.98	\$1,063.84
36	Senior Software Developer	\$124.50	\$996.00	\$103.23	\$825.84
37	Software Developer	\$97.18	\$777.44	\$80.58	\$644.64
38	Junior Software Developer	\$76.27	\$610.16	\$63.24	\$505.92
39	Principal Computer Systems Architect	\$138.33	\$1,106.64	\$114.69	\$917.52
40	Senior Computer Systems Specialist	\$119.44	\$955.52	\$99.04	\$792.32
41	Computer System Specialist	\$92.74	\$741.92	\$76.90	\$615.20
42	Junior Computer System Specialist	\$76.27	\$610.16	\$63.24	\$505.92
43	Senior Information Analyst	\$107.66	\$861.28	\$89.24	\$713.92

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 11 (10/1/07-9/30/08)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
44	Information Analyst	\$82.37	\$658.96	\$68.31	\$546.48
45	Junior Information Analyst	\$63.89	\$511.12	\$52.97	\$423.76
46	Senior Facilitator	\$137.23	\$1,097.84	\$113.81	\$910.48
47	Facilitator	\$110.80	\$886.40	\$91.88	\$735.04
48	Associate Facilitator	\$89.59	\$716.72	\$74.29	\$594.32
49	Data Collector	\$84.36	\$674.88	\$69.95	\$559.60
50	Junior Data Collector	\$69.59	\$556.72	\$57.70	\$461.60
51	Senior Survey Designer	\$139.45	\$1,115.60	\$115.63	\$925.04
52	Survey Designer	\$117.17	\$937.36	\$97.14	\$777.12
53	Associate Survey Designer	\$89.59	\$716.72	\$74.29	\$594.32
54	Senior Survey Analyst	\$117.17	\$937.36	\$97.14	\$777.12
55	Survey Analyst	\$89.59	\$716.72	\$74.29	\$594.32
56	Junior Survey Analyst	\$72.11	\$576.88	\$59.82	\$478.56
57	Senior Database Developer	\$120.49	\$963.92	\$99.92	\$799.36
58	Database Developer	\$92.74	\$741.92	\$76.90	\$615.20
59	Junior Database Developer	\$76.27	\$610.16	\$63.24	\$505.92
60	Senior Training Manager	\$150.75	\$1,206.00	\$124.99	\$999.92
61	Principal Instructional Architect	\$150.75	\$1,206.00	\$124.99	\$999.92
62	Senior Instructional Designer	\$117.17	\$937.36	\$97.14	\$777.12
63	Instructional Designer	\$86.29	\$690.32	\$71.56	\$572.48
64	Junior Instructional Designer	\$66.42	\$531.36	\$55.06	\$440.48
65	Courseware Developer	\$76.54	\$612.32	\$63.46	\$507.68
66	Junior Courseware Developer	\$65.17	\$521.36	\$54.04	\$432.32
67	Senior Media Specialist	\$107.66	\$861.28	\$89.24	\$713.92
68	Media Specialist	\$76.54	\$612.32	\$63.46	\$507.68
69	Junior Media Specialist	\$64.17	\$513.36	\$53.21	\$425.68
70	Senior Instructor	\$117.17	\$937.36	\$97.14	\$777.12
71	Instructor	\$81.37	\$650.96	\$67.48	\$539.84
72	Clerical	\$44.50	\$356.00	\$36.91	\$295.28
73	Senior Administrative Assistant	\$71.63	\$573.04	\$59.40	\$475.20
74	Systems Technologist I	\$196.68	\$1,573.44	\$163.07	\$1,304.56
75	Systems Technologist II	\$162.19	\$1,297.52	\$134.48	\$1,075.84
76	Systems Technologist III	\$132.07	\$1,056.56	\$109.51	\$876.08
77	Systems Technologist IV	\$111.48	\$891.84	\$92.43	\$739.44
78	Systems Technologist V	\$97.67	\$781.36	\$80.99	\$647.92
79	Senior Business Specialist	\$117.14	\$937.12	\$97.12	\$776.96
80	Business Specialist	\$98.28	\$786.24	\$81.50	\$652.00
81	Junior Business Specialist	\$60.51	\$484.08	\$50.18	\$401.44
82	Senior Clerical	\$56.34	\$450.72	\$46.80	\$374.40
83	Office Intern II	\$43.17	\$345.36	\$35.79	\$286.32
84	Office Intern I	\$35.15	\$281.20	\$29.16	\$233.28
85	Senior Strategic Consultant	\$390.64	\$3,125.12	\$390.64	\$3,125.12
86	Strategic Consultant	\$248.59	\$1,988.72	\$248.59	\$1,988.72

Table 2.4: Labor Rates for MOBIS Contract Year 12 (1 October 2008 – 30 September 2009)

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 12 (10/1/08-9/30/09)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
1	Senior Manager	\$233.81	\$1,870.48	\$193.89	\$1,551.12
2	Project Manager	\$184.61	\$1,476.88	\$153.08	\$1,224.64
3	Strategic Planner	\$184.61	\$1,476.88	\$153.08	\$1,224.64
4	Senior Functional Analyst	\$156.48	\$1,251.84	\$129.74	\$1,037.92
5	Functional Analyst	\$121.62	\$972.96	\$100.83	\$806.64
6	Associate Functional Analyst	\$92.99	\$743.92	\$77.11	\$616.88
7	Senior Economic Analyst	\$121.62	\$972.96	\$100.83	\$806.64
8	Economic Analyst	\$92.99	\$743.92	\$77.11	\$616.88
9	Junior Economic Analyst	\$74.85	\$598.80	\$62.09	\$496.72
10	Senior Modeler	\$121.62	\$972.96	\$100.83	\$806.64
11	Modeler	\$92.99	\$743.92	\$77.11	\$616.88
12	Junior Modeler	\$74.85	\$598.80	\$62.09	\$496.72
13	Senior Organizational Change Specialist	\$156.48	\$1,251.84	\$129.74	\$1,037.92
14	Organizational Change Specialist	\$121.62	\$972.96	\$100.83	\$806.64
15	Associate Organizational Change Specialist	\$92.99	\$743.92	\$77.11	\$616.88
16	Senior Implementation Planner	\$144.75	\$1,158.00	\$120.02	\$960.16
17	Implementation Planner	\$121.62	\$972.96	\$100.83	\$806.64
18	Associate Implementation Planner	\$92.99	\$743.92	\$77.11	\$616.88
19	Principal Information Technologist	\$141.06	\$1,128.48	\$116.95	\$935.60
20	Senior Information Technologist	\$120.52	\$964.16	\$99.93	\$799.44
21	Information Technologist	\$92.99	\$743.92	\$77.11	\$616.88
22	Junior Information Technologist	\$78.80	\$630.40	\$65.31	\$522.48
23	Internet Systems Architect	\$143.59	\$1,148.72	\$119.05	\$952.40
24	Internet Senior Systems Engineer	\$123.98	\$991.84	\$102.80	\$822.40
25	Internet Systems Engineer	\$96.26	\$770.08	\$79.82	\$638.56
26	Junior Internet Systems Engineer	\$79.17	\$633.36	\$65.64	\$525.12
27	Principal Communications Architect	\$156.48	\$1,251.84	\$129.74	\$1,037.92
28	Senior Communications Engineer	\$129.23	\$1,033.84	\$107.15	\$857.20
29	Communications Engineer	\$100.87	\$806.96	\$83.64	\$669.12
30	Junior Communications Engineer	\$78.80	\$630.40	\$65.31	\$522.48
31	Principal Hardware Architect	\$144.75	\$1,158.00	\$120.02	\$960.16
32	Senior Hardware Systems Engineer	\$121.62	\$972.96	\$100.83	\$806.64
33	Hardware Systems Engineer	\$98.69	\$789.52	\$81.84	\$654.72
34	Junior Hardware Systems Engineer	\$74.85	\$598.80	\$62.09	\$496.72
35	Principal Software Architect	\$166.45	\$1,331.60	\$138.03	\$1,104.24
36	Senior Software Developer	\$129.23	\$1,033.84	\$107.15	\$857.20
37	Software Developer	\$100.87	\$806.96	\$83.64	\$669.12
38	Junior Software Developer	\$79.17	\$633.36	\$65.64	\$525.12
39	Principal Computer Systems Architect	\$143.59	\$1,148.72	\$119.05	\$952.40
40	Senior Computer Systems Specialist	\$123.98	\$991.84	\$102.80	\$822.40
41	Computer System Specialist	\$96.26	\$770.08	\$79.82	\$638.56
42	Junior Computer System Specialist	\$79.17	\$633.36	\$65.64	\$525.12
43	Senior Information Analyst	\$111.75	\$894.00	\$92.63	\$741.04
44	Information Analyst	\$85.50	\$684.00	\$70.91	\$567.28

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 12 (10/1/08-9/30/09)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
45	Junior Information Analyst	\$66.32	\$530.56	\$54.98	\$439.84
46	Senior Facilitator	\$142.44	\$1,139.52	\$118.13	\$945.04
47	Facilitator	\$115.01	\$920.08	\$95.37	\$762.96
48	Associate Facilitator	\$92.99	\$743.92	\$77.11	\$616.88
49	Data Collector	\$87.57	\$700.56	\$72.61	\$580.88
50	Junior Data Collector	\$72.23	\$577.84	\$59.89	\$479.12
51	Senior Survey Designer	\$144.75	\$1,158.00	\$120.02	\$960.16
52	Survey Designer	\$121.62	\$972.96	\$100.83	\$806.64
53	Associate Survey Designer	\$92.99	\$743.92	\$77.11	\$616.88
54	Senior Survey Analyst	\$121.62	\$972.96	\$100.83	\$806.64
55	Survey Analyst	\$92.99	\$743.92	\$77.11	\$616.88
56	Junior Survey Analyst	\$74.85	\$598.80	\$62.09	\$496.72
57	Senior Database Developer	\$125.07	\$1,000.56	\$103.72	\$829.76
58	Database Developer	\$96.26	\$770.08	\$79.82	\$638.56
59	Junior Database Developer	\$79.17	\$633.36	\$65.64	\$525.12
60	Senior Training Manager	\$156.48	\$1,251.84	\$129.74	\$1,037.92
61	Principal Instructional Architect	\$156.48	\$1,251.84	\$129.74	\$1,037.92
62	Senior Instructional Designer	\$121.62	\$972.96	\$100.83	\$806.64
63	Instructional Designer	\$89.57	\$716.56	\$74.28	\$594.24
64	Junior Instructional Designer	\$68.94	\$551.52	\$57.15	\$457.20
65	Courseware Developer	\$79.45	\$635.60	\$65.87	\$526.96
66	Junior Courseware Developer	\$67.65	\$541.20	\$56.09	\$448.72
67	Senior Media Specialist	\$111.75	\$894.00	\$92.63	\$741.04
68	Media Specialist	\$79.45	\$635.60	\$65.87	\$526.96
69	Junior Media Specialist	\$66.61	\$532.88	\$55.23	\$441.84
70	Senior Instructor	\$121.62	\$972.96	\$100.83	\$806.64
71	Instructor	\$84.46	\$675.68	\$70.04	\$560.32
72	Clerical	\$46.19	\$369.52	\$38.31	\$306.48
73	Senior Administrative Assistant	\$74.35	\$594.80	\$61.66	\$493.28
74	Systems Technologist I	\$204.15	\$1,633.20	\$169.27	\$1,354.16
75	Systems Technologist II	\$168.35	\$1,346.80	\$139.59	\$1,116.72
76	Systems Technologist III	\$137.09	\$1,096.72	\$113.67	\$909.36
77	Systems Technologist IV	\$115.72	\$925.76	\$95.94	\$767.52
78	Systems Technologist V	\$101.38	\$811.04	\$84.07	\$672.56
79	Senior Business Specialist	\$121.59	\$972.72	\$100.81	\$806.48
80	Business Specialist	\$102.01	\$816.08	\$84.60	\$676.80
81	Junior Business Specialist	\$62.81	\$502.48	\$52.09	\$416.72
82	Senior Clerical	\$58.48	\$467.84	\$48.58	\$388.64
83	Office Intern II	\$44.81	\$358.48	\$37.15	\$297.20
84	Office Intern I	\$36.49	\$291.92	\$30.27	\$242.16
85	Senior Strategic Consultant	\$405.48	\$3,243.84	\$405.48	\$3,243.84
86	Strategic Consultant	\$258.04	\$2,064.32	\$258.04	\$2,064.32

Table 2.5: Labor Rates for MOBIS Contract Year 13 (1 October 2009 – 30 September 2010)

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 13 (10/1/09-9/30/10)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
1	Senior Manager	\$242.69	\$1,941.52	\$201.26	\$1,610.08
2	Project Manager	\$191.63	\$1,533.04	\$158.90	\$1,271.20
3	Strategic Planner	\$191.63	\$1,533.04	\$158.90	\$1,271.20
4	Senior Functional Analyst	\$162.43	\$1,299.44	\$134.67	\$1,077.36
5	Functional Analyst	\$126.24	\$1,009.92	\$104.66	\$837.28
6	Associate Functional Analyst	\$96.52	\$772.16	\$80.04	\$640.32
7	Senior Economic Analyst	\$126.24	\$1,009.92	\$104.66	\$837.28
8	Economic Analyst	\$96.52	\$772.16	\$80.04	\$640.32
9	Junior Economic Analyst	\$77.69	\$621.52	\$64.45	\$515.60
10	Senior Modeler	\$126.24	\$1,009.92	\$104.66	\$837.28
11	Modeler	\$96.52	\$772.16	\$80.04	\$640.32
12	Junior Modeler	\$77.69	\$621.52	\$64.45	\$515.60
13	Senior Organizational Change Specialist	\$162.43	\$1,299.44	\$134.67	\$1,077.36
14	Organizational Change Specialist	\$126.24	\$1,009.92	\$104.66	\$837.28
15	Associate Organizational Change Specialist	\$96.52	\$772.16	\$80.04	\$640.32
16	Senior Implementation Planner	\$150.25	\$1,202.00	\$124.58	\$996.64
17	Implementation Planner	\$126.24	\$1,009.92	\$104.66	\$837.28
18	Associate Implementation Planner	\$96.52	\$772.16	\$80.04	\$640.32
19	Principal Information Technologist	\$146.42	\$1,171.36	\$121.39	\$971.12
20	Senior Information Technologist	\$125.10	\$1,000.80	\$103.73	\$829.84
21	Information Technologist	\$96.52	\$772.16	\$80.04	\$640.32
22	Junior Information Technologist	\$81.79	\$654.32	\$67.79	\$542.32
23	Internet Systems Architect	\$149.05	\$1,192.40	\$123.57	\$988.56
24	Internet Senior Systems Engineer	\$128.69	\$1,029.52	\$106.71	\$853.68
25	Internet Systems Engineer	\$99.92	\$799.36	\$82.85	\$662.80
26	Junior Internet Systems Engineer	\$82.18	\$657.44	\$68.13	\$545.04
27	Principal Communications Architect	\$162.43	\$1,299.44	\$134.67	\$1,077.36
28	Senior Communications Engineer	\$134.14	\$1,073.12	\$111.22	\$889.76
29	Communications Engineer	\$104.70	\$837.60	\$86.82	\$694.56
30	Junior Communications Engineer	\$81.79	\$654.32	\$67.79	\$542.32
31	Principal Hardware Architect	\$150.25	\$1,202.00	\$124.58	\$996.64
32	Senior Hardware Systems Engineer	\$126.24	\$1,009.92	\$104.66	\$837.28
33	Hardware Systems Engineer	\$102.44	\$819.52	\$84.95	\$679.60
34	Junior Hardware Systems Engineer	\$77.69	\$621.52	\$64.45	\$515.60
35	Principal Software Architect	\$172.78	\$1,382.24	\$143.28	\$1,146.24
36	Senior Software Developer	\$134.14	\$1,073.12	\$111.22	\$889.76
37	Software Developer	\$104.70	\$837.60	\$86.82	\$694.56
38	Junior Software Developer	\$82.18	\$657.44	\$68.13	\$545.04
39	Principal Computer Systems Architect	\$149.05	\$1,192.40	\$123.57	\$988.56
40	Senior Computer Systems Specialist	\$128.69	\$1,029.52	\$106.71	\$853.68
41	Computer System Specialist	\$99.92	\$799.36	\$82.85	\$662.80
42	Junior Computer System Specialist	\$82.18	\$657.44	\$68.13	\$545.04
43	Senior Information Analyst	\$116.00	\$928.00	\$96.15	\$769.20
44	Information Analyst	\$88.75	\$710.00	\$73.60	\$588.80

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 13 (10/1/09-9/30/10)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
45	Junior Information Analyst	\$68.84	\$550.72	\$57.07	\$456.56
46	Senior Facilitator	\$147.85	\$1,182.80	\$122.62	\$980.96
47	Facilitator	\$119.38	\$955.04	\$98.99	\$791.92
48	Associate Facilitator	\$96.52	\$772.16	\$80.04	\$640.32
49	Data Collector	\$90.90	\$727.20	\$75.37	\$602.96
50	Junior Data Collector	\$74.97	\$599.76	\$62.17	\$497.36
51	Senior Survey Designer	\$150.25	\$1,202.00	\$124.58	\$996.64
52	Survey Designer	\$126.24	\$1,009.92	\$104.66	\$837.28
53	Associate Survey Designer	\$96.52	\$772.16	\$80.04	\$640.32
54	Senior Survey Analyst	\$126.24	\$1,009.92	\$104.66	\$837.28
55	Survey Analyst	\$96.52	\$772.16	\$80.04	\$640.32
56	Junior Survey Analyst	\$77.69	\$621.52	\$64.45	\$515.60
57	Senior Database Developer	\$129.82	\$1,038.56	\$107.66	\$861.28
58	Database Developer	\$99.92	\$799.36	\$82.85	\$662.80
59	Junior Database Developer	\$82.18	\$657.44	\$68.13	\$545.04
60	Senior Training Manager	\$162.43	\$1,299.44	\$134.67	\$1,077.36
61	Principal Instructional Architect	\$162.43	\$1,299.44	\$134.67	\$1,077.36
62	Senior Instructional Designer	\$126.24	\$1,009.92	\$104.66	\$837.28
63	Instructional Designer	\$92.97	\$743.76	\$77.10	\$616.80
64	Junior Instructional Designer	\$71.56	\$572.48	\$59.32	\$474.56
65	Courseware Developer	\$82.47	\$659.76	\$68.37	\$546.96
66	Junior Courseware Developer	\$70.22	\$561.76	\$58.22	\$465.76
67	Senior Media Specialist	\$116.00	\$928.00	\$96.15	\$769.20
68	Media Specialist	\$82.47	\$659.76	\$68.37	\$546.96
69	Junior Media Specialist	\$69.14	\$553.12	\$57.33	\$458.64
70	Senior Instructor	\$126.24	\$1,009.92	\$104.66	\$837.28
71	Instructor	\$87.67	\$701.36	\$72.70	\$581.60
72	Clerical	\$47.95	\$383.60	\$39.77	\$318.16
73	Senior Administrative Assistant	\$77.18	\$617.44	\$64.00	\$512.00
74	Systems Technologist I	\$211.91	\$1,695.28	\$175.70	\$1,405.60
75	Systems Technologist II	\$174.75	\$1,398.00	\$144.89	\$1,159.12
76	Systems Technologist III	\$142.30	\$1,138.40	\$117.99	\$943.92
77	Systems Technologist IV	\$120.12	\$960.96	\$99.59	\$796.72
78	Systems Technologist V	\$105.23	\$841.84	\$87.26	\$698.08
79	Senior Business Specialist	\$126.21	\$1,009.68	\$104.64	\$837.12
80	Business Specialist	\$105.89	\$847.12	\$87.81	\$702.48
81	Junior Business Specialist	\$65.20	\$521.60	\$54.07	\$432.56
82	Senior Clerical	\$60.70	\$485.60	\$50.43	\$403.44
83	Office Intern II	\$46.51	\$372.08	\$38.56	\$308.48
84	Office Intern I	\$37.88	\$303.04	\$31.42	\$251.36
85	Senior Strategic Consultant	\$420.89	\$3,367.12	\$420.89	\$3,367.12
86	Strategic Consultant	\$267.85	\$2,142.80	\$267.85	\$2,142.80

Table 2.6: Labor Rates for MOBIS Contract Year 14 (1 October 2010 – 30 September 2011)

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 14 (10/1/10-9/30/11)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
1	Senior Manager	\$251.91	\$2,015.28	\$208.91	\$1,671.28
2	Project Manager	\$198.91	\$1,591.28	\$164.94	\$1,319.52
3	Strategic Planner	\$198.91	\$1,591.28	\$164.94	\$1,319.52
4	Senior Functional Analyst	\$168.60	\$1,348.80	\$139.79	\$1,118.32
5	Functional Analyst	\$131.04	\$1,048.32	\$108.64	\$869.12
6	Associate Functional Analyst	\$100.19	\$801.52	\$83.08	\$664.64
7	Senior Economic Analyst	\$131.04	\$1,048.32	\$108.64	\$869.12
8	Economic Analyst	\$100.19	\$801.52	\$83.08	\$664.64
9	Junior Economic Analyst	\$80.64	\$645.12	\$66.90	\$535.20
10	Senior Modeler	\$131.04	\$1,048.32	\$108.64	\$869.12
11	Modeler	\$100.19	\$801.52	\$83.08	\$664.64
12	Junior Modeler	\$80.64	\$645.12	\$66.90	\$535.20
13	Senior Organizational Change Specialist	\$168.60	\$1,348.80	\$139.79	\$1,118.32
14	Organizational Change Specialist	\$131.04	\$1,048.32	\$108.64	\$869.12
15	Associate Organizational Change Specialist	\$100.19	\$801.52	\$83.08	\$664.64
16	Senior Implementation Planner	\$155.96	\$1,247.68	\$129.31	\$1,034.48
17	Implementation Planner	\$131.04	\$1,048.32	\$108.64	\$869.12
18	Associate Implementation Planner	\$100.19	\$801.52	\$83.08	\$664.64
19	Principal Information Technologist	\$151.98	\$1,215.84	\$126.00	\$1,008.00
20	Senior Information Technologist	\$129.85	\$1,038.80	\$107.67	\$861.36
21	Information Technologist	\$100.19	\$801.52	\$83.08	\$664.64
22	Junior Information Technologist	\$84.90	\$679.20	\$70.37	\$562.96
23	Internet Systems Architect	\$154.71	\$1,237.68	\$128.27	\$1,026.16
24	Internet Senior Systems Engineer	\$133.58	\$1,068.64	\$110.76	\$886.08
25	Internet Systems Engineer	\$103.72	\$829.76	\$86.00	\$688.00
26	Junior Internet Systems Engineer	\$85.30	\$682.40	\$70.72	\$565.76
27	Principal Communications Architect	\$168.60	\$1,348.80	\$139.79	\$1,118.32
28	Senior Communications Engineer	\$139.24	\$1,113.92	\$115.45	\$923.60
29	Communications Engineer	\$108.68	\$869.44	\$90.12	\$720.96
30	Junior Communications Engineer	\$84.90	\$679.20	\$70.37	\$562.96
31	Principal Hardware Architect	\$155.96	\$1,247.68	\$129.31	\$1,034.48
32	Senior Hardware Systems Engineer	\$131.04	\$1,048.32	\$108.64	\$869.12
33	Hardware Systems Engineer	\$106.33	\$850.64	\$88.18	\$705.44
34	Junior Hardware Systems Engineer	\$80.64	\$645.12	\$66.90	\$535.20
35	Principal Software Architect	\$179.35	\$1,434.80	\$148.72	\$1,189.76
36	Senior Software Developer	\$139.24	\$1,113.92	\$115.45	\$923.60
37	Software Developer	\$108.68	\$869.44	\$90.12	\$720.96
38	Junior Software Developer	\$85.30	\$682.40	\$70.72	\$565.76
39	Principal Computer Systems Architect	\$154.71	\$1,237.68	\$128.27	\$1,026.16
40	Senior Computer Systems Specialist	\$133.58	\$1,068.64	\$110.76	\$886.08
41	Computer System Specialist	\$103.72	\$829.76	\$86.00	\$688.00
42	Junior Computer System Specialist	\$85.30	\$682.40	\$70.72	\$565.76
43	Senior Information Analyst	\$120.41	\$963.28	\$99.80	\$798.40
44	Information Analyst	\$92.12	\$736.96	\$76.40	\$611.20

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 14 (10/1/10-9/30/11)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
45	Junior Information Analyst	\$71.46	\$571.68	\$59.24	\$473.92
46	Senior Facilitator	\$153.47	\$1,227.76	\$127.28	\$1,018.24
47	Facilitator	\$123.92	\$991.36	\$102.75	\$822.00
48	Associate Facilitator	\$100.19	\$801.52	\$83.08	\$664.64
49	Data Collector	\$94.35	\$754.80	\$78.23	\$625.84
50	Junior Data Collector	\$77.82	\$622.56	\$64.53	\$516.24
51	Senior Survey Designer	\$155.96	\$1,247.68	\$129.31	\$1,034.48
52	Survey Designer	\$131.04	\$1,048.32	\$108.64	\$869.12
53	Associate Survey Designer	\$100.19	\$801.52	\$83.08	\$664.64
54	Senior Survey Analyst	\$131.04	\$1,048.32	\$108.64	\$869.12
55	Survey Analyst	\$100.19	\$801.52	\$83.08	\$664.64
56	Junior Survey Analyst	\$80.64	\$645.12	\$66.90	\$535.20
57	Senior Database Developer	\$134.75	\$1,078.00	\$111.75	\$894.00
58	Database Developer	\$103.72	\$829.76	\$86.00	\$688.00
59	Junior Database Developer	\$85.30	\$682.40	\$70.72	\$565.76
60	Senior Training Manager	\$168.60	\$1,348.80	\$139.79	\$1,118.32
61	Principal Instructional Architect	\$168.60	\$1,348.80	\$139.79	\$1,118.32
62	Senior Instructional Designer	\$131.04	\$1,048.32	\$108.64	\$869.12
63	Instructional Designer	\$96.50	\$772.00	\$80.03	\$640.24
64	Junior Instructional Designer	\$74.28	\$594.24	\$61.57	\$492.56
65	Courseware Developer	\$85.60	\$684.80	\$70.97	\$567.76
66	Junior Courseware Developer	\$72.89	\$583.12	\$60.43	\$483.44
67	Senior Media Specialist	\$120.41	\$963.28	\$99.80	\$798.40
68	Media Specialist	\$85.60	\$684.80	\$70.97	\$567.76
69	Junior Media Specialist	\$71.77	\$574.16	\$59.51	\$476.08
70	Senior Instructor	\$131.04	\$1,048.32	\$108.64	\$869.12
71	Instructor	\$91.00	\$728.00	\$75.46	\$603.68
72	Clerical	\$49.77	\$398.16	\$41.28	\$330.24
73	Senior Administrative Assistant	\$80.11	\$640.88	\$66.43	\$531.44
74	Systems Technologist I	\$219.96	\$1,759.68	\$182.38	\$1,459.04
75	Systems Technologist II	\$181.39	\$1,451.12	\$150.40	\$1,203.20
76	Systems Technologist III	\$147.71	\$1,181.68	\$122.47	\$979.76
77	Systems Technologist IV	\$124.68	\$997.44	\$103.37	\$826.96
78	Systems Technologist V	\$109.23	\$873.84	\$90.58	\$724.64
79	Senior Business Specialist	\$131.01	\$1,048.08	\$108.62	\$868.96
80	Business Specialist	\$109.91	\$879.28	\$91.15	\$729.20
81	Junior Business Specialist	\$67.68	\$541.44	\$56.12	\$448.96
82	Senior Clerical	\$63.01	\$504.08	\$52.35	\$418.80
83	Office Intern II	\$48.28	\$386.24	\$40.03	\$320.24
84	Office Intern I	\$39.32	\$314.56	\$32.61	\$260.88
85	Senior Strategic Consultant	\$436.88	\$3,495.04	\$436.88	\$3,495.04
86	Strategic Consultant	\$278.03	\$2,224.24	\$278.03	\$2,224.24

Table 2.7: Labor Rates for MOBIS Contract Year 15 (1 October 2011 – 30 September 2012)

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 15 (10/1/11-9/30/12)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
1	Senior Manager	\$261.48	\$2,091.84	\$216.85	\$1,734.80
2	Project Manager	\$206.47	\$1,651.76	\$171.21	\$1,369.68
3	Strategic Planner	\$206.47	\$1,651.76	\$171.21	\$1,369.68
4	Senior Functional Analyst	\$175.01	\$1,400.08	\$145.10	\$1,160.80
5	Functional Analyst	\$136.02	\$1,088.16	\$112.77	\$902.16
6	Associate Functional Analyst	\$104.00	\$832.00	\$86.24	\$689.92
7	Senior Economic Analyst	\$136.02	\$1,088.16	\$112.77	\$902.16
8	Economic Analyst	\$104.00	\$832.00	\$86.24	\$689.92
9	Junior Economic Analyst	\$83.70	\$669.60	\$69.44	\$555.52
10	Senior Modeler	\$136.02	\$1,088.16	\$112.77	\$902.16
11	Modeler	\$104.00	\$832.00	\$86.24	\$689.92
12	Junior Modeler	\$83.70	\$669.60	\$69.44	\$555.52
13	Senior Organizational Change Specialist	\$175.01	\$1,400.08	\$145.10	\$1,160.80
14	Organizational Change Specialist	\$136.02	\$1,088.16	\$112.77	\$902.16
15	Associate Organizational Change Specialist	\$104.00	\$832.00	\$86.24	\$689.92
16	Senior Implementation Planner	\$161.89	\$1,295.12	\$134.22	\$1,073.76
17	Implementation Planner	\$136.02	\$1,088.16	\$112.77	\$902.16
18	Associate Implementation Planner	\$104.00	\$832.00	\$86.24	\$689.92
19	Principal Information Technologist	\$157.76	\$1,262.08	\$130.79	\$1,046.32
20	Senior Information Technologist	\$134.78	\$1,078.24	\$111.76	\$894.08
21	Information Technologist	\$104.00	\$832.00	\$86.24	\$689.92
22	Junior Information Technologist	\$88.13	\$705.04	\$73.04	\$584.32
23	Internet Systems Architect	\$160.59	\$1,284.72	\$133.14	\$1,065.12
24	Internet Senior Systems Engineer	\$138.66	\$1,109.28	\$114.97	\$919.76
25	Internet Systems Engineer	\$107.66	\$861.28	\$89.27	\$714.16
26	Junior Internet Systems Engineer	\$88.54	\$708.32	\$73.41	\$587.28
27	Principal Communications Architect	\$175.01	\$1,400.08	\$145.10	\$1,160.80
28	Senior Communications Engineer	\$144.53	\$1,156.24	\$119.84	\$958.72
29	Communications Engineer	\$112.81	\$902.48	\$93.54	\$748.32
30	Junior Communications Engineer	\$88.13	\$705.04	\$73.04	\$584.32
31	Principal Hardware Architect	\$161.89	\$1,295.12	\$134.22	\$1,073.76
32	Senior Hardware Systems Engineer	\$136.02	\$1,088.16	\$112.77	\$902.16
33	Hardware Systems Engineer	\$110.37	\$882.96	\$91.53	\$732.24
34	Junior Hardware Systems Engineer	\$83.70	\$669.60	\$69.44	\$555.52
35	Principal Software Architect	\$186.17	\$1,489.36	\$154.37	\$1,234.96
36	Senior Software Developer	\$144.53	\$1,156.24	\$119.84	\$958.72
37	Software Developer	\$112.81	\$902.48	\$93.54	\$748.32
38	Junior Software Developer	\$88.54	\$708.32	\$73.41	\$587.28
39	Principal Computer Systems Architect	\$160.59	\$1,284.72	\$133.14	\$1,065.12
40	Senior Computer Systems Specialist	\$138.66	\$1,109.28	\$114.97	\$919.76
41	Computer System Specialist	\$107.66	\$861.28	\$89.27	\$714.16
42	Junior Computer System Specialist	\$88.54	\$708.32	\$73.41	\$587.28
43	Senior Information Analyst	\$124.99	\$999.92	\$103.59	\$828.72
44	Information Analyst	\$95.62	\$764.96	\$79.30	\$634.40

No.	Labor Category	Northrop Grumman MOBIS Labor Rates Contract Year 15 (10/1/11-9/30/12)			
		Contractor Site		Government Site	
		Hourly	Daily	Hourly	Daily
45	Junior Information Analyst	\$74.18	\$593.44	\$61.49	\$491.92
46	Senior Facilitator	\$159.30	\$1,274.40	\$132.12	\$1,056.96
47	Facilitator	\$128.63	\$1,029.04	\$106.65	\$853.20
48	Associate Facilitator	\$104.00	\$832.00	\$86.24	\$689.92
49	Data Collector	\$97.94	\$783.52	\$81.20	\$649.60
50	Junior Data Collector	\$80.78	\$646.24	\$66.98	\$535.84
51	Senior Survey Designer	\$161.89	\$1,295.12	\$134.22	\$1,073.76
52	Survey Designer	\$136.02	\$1,088.16	\$112.77	\$902.16
53	Associate Survey Designer	\$104.00	\$832.00	\$86.24	\$689.92
54	Senior Survey Analyst	\$136.02	\$1,088.16	\$112.77	\$902.16
55	Survey Analyst	\$104.00	\$832.00	\$86.24	\$689.92
56	Junior Survey Analyst	\$83.70	\$669.60	\$69.44	\$555.52
57	Senior Database Developer	\$139.87	\$1,118.96	\$116.00	\$928.00
58	Database Developer	\$107.66	\$861.28	\$89.27	\$714.16
59	Junior Database Developer	\$88.54	\$708.32	\$73.41	\$587.28
60	Senior Training Manager	\$175.01	\$1,400.08	\$145.10	\$1,160.80
61	Principal Instructional Architect	\$175.01	\$1,400.08	\$145.10	\$1,160.80
62	Senior Instructional Designer	\$136.02	\$1,088.16	\$112.77	\$902.16
63	Instructional Designer	\$100.17	\$801.36	\$83.07	\$664.56
64	Junior Instructional Designer	\$77.10	\$616.80	\$63.91	\$511.28
65	Courseware Developer	\$88.85	\$710.80	\$73.67	\$589.36
66	Junior Courseware Developer	\$75.66	\$605.28	\$62.73	\$501.84
67	Senior Media Specialist	\$124.99	\$999.92	\$103.59	\$828.72
68	Media Specialist	\$88.85	\$710.80	\$73.67	\$589.36
69	Junior Media Specialist	\$74.50	\$596.00	\$61.77	\$494.16
70	Senior Instructor	\$136.02	\$1,088.16	\$112.77	\$902.16
71	Instructor	\$94.46	\$755.68	\$78.33	\$626.64
72	Clerical	\$51.66	\$413.28	\$42.85	\$342.80
73	Senior Administrative Assistant	\$83.15	\$665.20	\$68.95	\$551.60
74	Systems Technologist I	\$228.32	\$1,826.56	\$189.31	\$1,514.48
75	Systems Technologist II	\$188.28	\$1,506.24	\$156.12	\$1,248.96
76	Systems Technologist III	\$153.32	\$1,226.56	\$127.12	\$1,016.96
77	Systems Technologist IV	\$129.42	\$1,035.36	\$107.30	\$858.40
78	Systems Technologist V	\$113.38	\$907.04	\$94.02	\$752.16
79	Senior Business Specialist	\$135.99	\$1,087.92	\$112.75	\$902.00
80	Business Specialist	\$114.09	\$912.72	\$94.61	\$756.88
81	Junior Business Specialist	\$70.25	\$562.00	\$58.25	\$466.00
82	Senior Clerical	\$65.40	\$523.20	\$54.34	\$434.72
83	Office Intern II	\$50.11	\$400.88	\$41.55	\$332.40
84	Office Intern I	\$40.81	\$326.48	\$33.85	\$270.80
85	Senior Strategic Consultant	\$453.48	\$3,627.84	\$453.48	\$3,627.84
86	Strategic Consultant	\$288.60	\$2,308.80	\$288.60	\$2,308.80

#### 4.0 NORTHROP GRUMMAN PRICING SPECIFICS

1. The prices indicated are valid through MOBIS Contract Year 15 ending September 30, 2012.
2. Northrop Grumman's pricing for MOBIS Contract Years 16 through 20 (October 1, 2012 through September 30, 2017) are valid should Northrop Grumman's MOBIS Schedule Contract's next option period be exercised.
3. The Government's order shall contain a detailed description of the specific effort and the duration of service.
4. Northrop Grumman established corporate policy with respect to travel expenses is to charge the Government for the Federal Travel Regulations (FTR) lodging per diem amount specified for the destination city plus applicable loadings. Meals and incidental expenses are charged at the FTR per diem rate plus applicable loadings. All requested travel between Government sites shall be billable. Other Direct Costs (ODCs) will be billed at cost plus applicable indirect loadings.
5. The Government site rate is appropriate for Government requirements for which Northrop Grumman personnel are temporarily supporting the Government where (1) the Government provides all required facilities and equipment at a Government location and (2), the effort is or is anticipated to be performed by persons assigned on a long term (not less than 90 consecutive calendar days) full-time basis. Should the Government requires on-site support, Northrop Grumman will provide such support provided that the facilities and equipment made available to Northrop Grumman on-site personnel are at least equal to the facilities and equipment that the Government provides to its own personnel of comparable experience, ability, and position who are performing similar work.
6. Service is subject to the availability of qualified personnel. Should personnel performing a particular service become unavailable for continuing performance, Northrop Grumman will provide a suitable substitute, if available. Performance will be subject to personal time off, in accordance with Northrop Grumman Policy, on a mutually agreeable schedule.
7. No tax, including but not limited to income tax, value-added tax, business tax, withholding tax, turnover tax, or employee tax equalization expense has been incorporated in the rates. Should Northrop Grumman and/or its employees are subject to any incremental foreign jurisdiction taxes, Northrop Grumman shall be entitled to an equitable adjustment to the affected delivery order(s).