

To be posted on Panum Web-site

**Panum Telecom, LLC (dba Panum Group, LLC)
Commercial Price List (CPL)**

Customer-Site				
Labor Category	Labor Rates			
	4/29/10 - 4/28/11	4/29/11 - 4/28/12	4/29/12 - 4/28/13	4/29/13 - 4/28/14
Analyst <i>(Include: Requirement/QA Analyst 3)</i>	\$69.98	\$72.64	\$75.40	\$78.27
Analyst 1	\$95.83	\$99.47	\$103.25	\$107.17
Analyst 2 <i>(Include: Contract Specialist)</i>	\$116.26	\$120.67	\$125.26	\$130.02
Functional Specialist <i>(Include: CPIC Consultant IV)</i>	\$124.50	\$129.23	\$134.14	\$139.24
Functional Specialist 1	\$150.64	\$156.37	\$162.31	\$168.48
Functional Specialist 2 <i>(Include: Sr. Technical Analyst)</i>	\$190.18	\$197.41	\$204.91	\$212.70
Management Consultant <i>(Include: Technical Analyst 2)</i>	\$69.28	\$71.91	\$74.65	\$77.48
Management Consultant 1 <i>(Include: CPIC Consultant III)</i>	\$116.26	\$120.67	\$125.26	\$130.02
Management Consultant 2 <i>(Include: MGMT Consultant 3)</i>	\$145.26	\$150.78	\$156.51	\$162.45
Program Director/Senior Advisor	\$213.95	\$222.08	\$230.52	\$239.28
Functional/Subject Matter Expert <i>(Include: Sr. ACQ SME)</i>	\$213.95	\$222.08	\$230.52	\$239.28
Program Manager <i>(Include: Principal Management Consultant)</i>	\$190.18	\$197.41	\$204.91	\$212.70
Project Manager <i>(Include: Project Manager V)</i>	\$169.99	\$176.45	\$183.16	\$190.12
Senior Task Lead <i>(Include: Team Lead)</i>	\$152.84	\$158.64	\$164.67	\$170.93
Task Lead <i>(Include: Business/IT Analyst Lead)</i>	\$134.59	\$139.70	\$145.01	\$150.52
Consultant <i>(Include: Human Resource Analyst)</i>	\$54.21	\$56.27	\$58.41	\$60.63
Support Staff	\$48.28	\$50.11	\$52.02	\$53.99

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Contractor-Site

Labor Category	Labor Rates			
	4/29/10 - 4/28/11	4/29/11 - 4/28/12	4/29/12 - 4/28/13	4/29/13 - 4/28/14
Analyst <i>(Include: Requirement/QA Analyst 3)</i>	\$76.28	\$79.18	\$82.19	\$85.31
Analyst 1	\$104.45	\$108.42	\$112.54	\$116.82
Analyst 2 <i>(Include: Contract Specialist)</i>	\$126.72	\$131.53	\$136.53	\$141.72
Functional Specialist <i>(Include: CPIC Consultant IV)</i>	\$135.71	\$140.86	\$146.21	\$151.77
Functional Specialist 1	\$164.20	\$170.44	\$176.92	\$183.64
Functional Specialist 2 <i>(Include: Sr. Technical Analyst)</i>	\$207.30	\$215.18	\$223.35	\$231.84
Management Consultant <i>(Include: Technical Analyst 2)</i>	\$75.52	\$78.38	\$81.37	\$84.45
Management Consultant 1 <i>(Include: CPIC Consultant III)</i>	\$126.72	\$131.53	\$136.53	\$141.72
Management Consultant 2 <i>(Include: MGMT Consultant 3)</i>	\$158.33	\$164.35	\$170.60	\$177.07
Program Director/Senior Advisor	\$233.21	\$242.07	\$251.27	\$260.82
Functional/Subject Matter Expert <i>(Include: Sr. ACQ SME)</i>	\$233.21	\$242.07	\$251.27	\$260.82
Program Manager <i>(Include: Principal Management Consultant)</i>	\$207.30	\$215.18	\$223.35	\$231.84
Project Manager <i>(Include: Project Manager V)</i>	\$185.29	\$192.33	\$199.64	\$207.23
Senior Task Lead <i>(Include: Team Lead)</i>	\$166.60	\$172.92	\$179.49	\$186.31
Task Lead <i>(Include: Business/IT Analyst Lead)</i>	\$146.70	\$152.27	\$158.06	\$164.07
Consultant <i>(Include: Human Resource Analyst)</i>	\$59.09	\$61.33	\$63.67	\$66.09
Support Staff	\$52.63	\$54.62	\$56.70	\$58.85

Labor Category Definitions

- Minimum Education, Number of Years and Qualification Description.. Degree/Experience Equivalence

Degree	Experience Equivalence
Bachelors	Associate degree + 2 years relevant experience, or 4 years relevant experience
Masters	Bachelors + 2 years relevant experience, or Associated + 4 years relevant experience
Doctorate	Masters + 2 years relevant experience, Bachelors + 4 years relevant experience

Schedule Labor Category	Qualifications as related to the requirement
Analyst <i>(Include: Requirement/QA Analyst 3)</i>	Minimum of 1 year experience and Bachelors Degree
Possess knowledge of applying analytic methodologies and principles to address client's needs. Supports analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with senior Analysts or Team Leads.	
Analyst 1	Minimum of 3 years experience and Bachelors Degree
Possesses demonstrated knowledge and experience applying analytic methodologies and principles to address client needs. Applies analytic techniques in the evaluation of project objectives and contributes to the implementation of strategic direction. Performs analyst functions including data collection, interviewing, data modeling, project testing, and	

<p>creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with Analyst 2, Task Leads, or Project Manager. Directs the activities of junior staff as necessary.</p>	
<p>Analyst 2 <i>(Include: Contract Specialist)</i></p>	<p>Minimum of 5 years experience and Bachelors Degree</p>
<p>Senior expert with extensive knowledge and experience developing and applying analytic methodologies and principles, and is recognized as a leader within MOBIS functions. Leads the application of analytic techniques and helps define project objectives and strategic direction. Is responsible for providing leadership and vision to client and project teams around the methodology. Resolves complex problems, which require an in-depth knowledge of analytic methodologies and principles. Directs the activities of more junior Analysts or other staff as necessary on activities related to the application of analytical techniques and methodologies. Demonstrated managerial and supervisory skills.</p>	
<p>Functional Specialist <i>(Include: CPIC Consultant IV)</i></p>	<p>Minimum of 6 years experience and Bachelors Degree</p>
<p>Possesses knowledge in designated field or discipline. Supports assessments of organization's challenges using specializes skills and knowledge. Contributes to the execution of project or task plan and helps assess the impact of industry trends, policy or standard methodologies. Conducts activities in support of the project team's objectives. Works closed with senior Specialists or Task Leads.</p>	
<p>Functional Specialist 1</p>	<p>Minimum of 8 years experience and Masters Degree</p>
<p>Possess demonstrated knowledge in designated field or discipline. Possesses significant experience providing solutions to an organization's challenges through the application of knowledge gained through similar prior engagements. Participates in the development of solutions by leveraging knowledge of the designated field or discipline. Contributes to the implementation of strategy and helps assess the impact of industry trends, policy, and/or standard methodologies. Directs the activities of Specialists or other staff as necessary on activities related to the specified field or discipline.</p>	
<p>Functional Specialist 2 <i>(Include: Sr. Technical Analyst)</i></p>	<p>Minimum of 12 years experience and Masters Degree</p>

<p>Senior expert with extensive knowledge in designated field or discipline. Provides insight and advice concerning task or project strategic direction and outcomes. May contribute to the evaluation, analysis, and development of recommended solutions. Resolves complex problems, which require an in-depth knowledge of subject matter related to the designated field or discipline. Applies principles and methods of the subject matter to specialized solutions. Generally possess demonstrated ability and experience in management consulting and cross-team facilitation at the senior management level. Other areas of expertise may include, but is not limited to, business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling an simulation, strategic and business planning, change management, organizational development, and the development of leadership/management skills. Directs the activities of Specialists 1 and Specialists, or other staff as necessary on activated related to the specified field or discipline.</p>	
<p>Management Consultant <i>(Include: Technical Analyst 2)</i></p>	<p>Minimum of 2 years experience and Bachelors Degree</p>
<p>Possesses knowledge, some experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Supports the development of solutions to address organization's challenges. Supports project objectives and helps assess the impact of industry trends, policy, or standard methodologies. Conducts activities in support of project team's objectives. Works closely with senior Management Consultants or Task Leads.</p>	
<p>Management Consultant 1 <i>(Include: CPIC Consultant III)</i></p>	<p>Minimum of 5 years experience and Bachelors Degree</p>
<p>Possess demonstrated knowledge, experience, and ability in the development of solutions, recommendations, or outcomes across multiple complex tasks and/or organizations. Evaluates option in the context of project objectives and contributes to the implementation of strategic direction. Supports project objectives through activities such as conducting interviews, gathering data, and developing recommendations in support of project objectives. Directs the activities of Management Consultants or other staff as necessary.</p>	
<p>Management Consultant 2 <i>(Include: MGMT Consultant 3)</i></p>	<p>Minimum of 9 years experience and Bachelors Degree</p>

<p>Senior expert that possesses demonstrated knowledge, extensive experience in the development of solutions, recommendations, or outcomes across multiple complex tasks in multiple organizations. Defines project objectives and strategic direction. Is responsible for providing leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Directs the activities of more junior Management Consultants or other staff as necessary.</p>	
<p>Program Director / Senior Advisor Minimum of 14 years experience and Masters Degree</p>	
<p>Senior executive responsible for providing strategic direction, vision, leadership, and program management to the team. Contributes to organizational direction through regular involvement with senior level client leadership and team members. Maintains productive and effective client relationship with the most senior levels of the client organization.</p>	
<p>Functional / Subject Matter Expert Minimum of 12 years experience and Masters Degree</p>	
<p><i>(Include: Sr. ACQ SME)</i></p>	
<p>Senior expert with extensive, enterprise-wide knowledge and experience in one or more designated functional and/or domain areas. Provides insight and advice concerning strategic direction and applicability of up to date, industry standard solutions. Is responsible for providing high level vision to program/project manager or senior client leadership to influence objectives of complex efforts. The Functional/Subject Matter Expert is primarily utilized on projects for their specific expertise, not in a managerial capacity, in support of the creation of comprehensive methods for describing current and/or future structure and behavior of an organization's processes, systems, personnel and organizational sub-units, so that they align with the organization's core goals and strategic direction. The Functional/Subject Matter Expert is typically a former high ranking military or civilian official and recognized by industry as an expert in their specific field.</p>	
<p>Program Manager Minimum of 14 years experience and Bachelors Degree</p>	
<p><i>(Include: Principal Management Consultant)</i></p>	
<p>Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations. The Program Manager maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge. The Program Manager is responsible for managing multiple contract operations, ensure quality standards and work performance on all task</p>	

orders and projects, plans, organizes and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc.	
Project Manager <i>(Include: Project Manager V)</i>	Minimum of 12 years experience and Bachelors Degree
Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Demonstrates skills in the scope of work encompassed by the task order; provides technical guidance to the project team in performance of the work, and reviews the quality of all work products. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client interface at the COTR levels of the client organization. Assists the Program Manager as required in managing contract performance.	
Senior Task Lead <i>(Include: Team Lead)</i>	Minimum of 8 years experience and Bachelors Degree
Senior leader, experience in project and task management, responsible for ensuring successful task completion within the scheduled timeframe consistent with the established scope of work to include both the technical and financial solutions. Organizes, directs, and coordinates the planning and production of all activities associated with assigned tasks.	
Task Lead <i>(Include: Business/IT Analyst Lead)</i>	Minimum of 7 years experience and Bachelors Degree
Experienced in task management, responsible for ensuring successful task completion within the scheduled timeframe consistent with the established scope of work to include both the technical and financial solutions. Organizes, directs, and coordinates the planning and production of all activities associated with assigned tasks.	
Consultant <i>(Include: Human Resource Analyst)</i>	Minimum of 2 years experience and Bachelors Degree
Team member contributing to consulting staff client assignments within specified guidelines. Performs a variety of tasks that require both practical experience and theoretical, state-of-the-art, technical knowledge in specialty area. Understands overall purpose of task assignment.	
Support Staff	Minimum of a HS Diploma
Depending on the functional specialty, support the program management staff in the preparation of deliverables, internal	

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reports, briefings, and drawings associated with the project being supported.