



Administered by
UNIVERSITY OF MAINE SYSTEM
Office of Strategic Procurement

REQUEST FOR PROPOSALS (RFP)

**Market Research Services
University of Maine System**

RFP # 47-15

ISSUE DATE:
March 24, 2015

PROPOSALS MUST BE RECEIVED BY:
April 10, 2015

DELIVER PROPOSALS TO:

University of Maine System
Office of Strategic Procurement
Attn: Gregg Allen
104 Anderson Hall
37 College Avenue
Gorham ME 04074

SECTION ONE

1.0 GENERAL INFORMATION:

Purpose: The University Maine System (UMS) is seeking a consulting partner to provide market research, competitor intelligence, and emerging trend summaries relevant to Maine and the New England region. We believe this would include the following, but are open to the consultants experience to guide us to a better set of outcomes:

- MARKET RESEARCH BY STUDENT TYPE (Traditional residential, adult, on-line, etc.)
 - An overview of the student market in Maine: size by county, by major student groupings; what percentage attends college; for those that do, where they go.
 - A rank ordering of the reasons current and potential students are/will attend(ing) each of our universities.
 - Why potential students are going elsewhere, and a rank ordering of the significant characteristics that guide their choices (this should include both those that apply and do not attend, as well as those that go directly elsewhere).
 - Why do admitted students decide not to attend college at all.
 - What actions would steer non-attendees to a UMS school.
 - A summary of potential student groups in Maine with significant potential for expanded enrollment.
 - A summary of potential student groups outside Maine with significant potential for expanded enrollment.
 - What programs/disciplines are students most interested in.
- COMPETITOR INTELLIGENCE.
 - Rank ordering of the principal competitors for each of our institutions.
 - What are the characteristics of each such competitor that lead to potential UMS students choosing each of them.
 - A summary of the strengths and weaknesses of UMS' value proposition from the eyes of the decision-makers of the college bound.
- EMERGING TRENDS.
 - Provide an overview of the emerging trends in higher education, including: course delivery, student expectations, market leaders, etc. to ascertain if there are any leading edge strategies not yet adopted by either UMS or our near competitors that may be useful.

- Specific fields/occupations requiring a bachelor's degree or above, that may be currently underserved in the state or New England.
- Which fields/disciplines are growing and what areas are in decline.
- Are there specific pedagogies or delivery modalities that are emerging and capturing market share.

Contractor must be available to begin work immediately upon contract execution (expected on May 5, 2015) and to complete all work prior to June 26, 2015 with a **final report submitted on or before June 30, 2015**. Bidders who are able to meet a more aggressive time frame will be preferred. Bidders unable to meet timing requirements will be considered non-responsive.

This Request for Proposals (RFP) states the instructions for submitting proposals, the procedure and criteria by which a vendor may be selected and the contractual terms by which the University intends to govern the relationship between it and the selected vendor.

- 1.1 Definition of Parties: The University of Maine System will hereinafter be referred to as the "University." Respondents to the RFP shall be referred to as "Bidder(s)" or "bidder(s)". The Bidder to whom the Contract is awarded shall be referred to as the "Contractor" and/or "Consultant".
- 1.2 Overview: The University of Maine System (UMS) unites seven distinctive public universities, comprising 10 campuses and numerous centers in the common purposes of providing first-rate higher education at reasonable cost in order to improve the quality of life for the citizens of Maine. UMS, through its Universities, centers, distance education and on-line programming, carries out the traditional tripartite mission – teaching, research, and public service. As a System, it extends its mission as a major resource for the State, linking economic growth, the education of its people, and the application of research and scholarship.

The University of Maine System is a comprehensive public institution of higher education serving nearly 41,000 students annually and is supported by the efforts of approximately 1,308 regular full-time faculty, 82 regular part-time faculty, 3,201 regular full-time staff, 337 regular part-time staff members and a complement of part-time temporary (adjunct) faculty. Nationally recognized as a leader in combining excellence with access in public higher education, the System consists of the following seven universities: University of Maine (UM); University of Maine at Machias (UMM); University of Maine at Augusta (UMA); University of Maine at Presque Isle (UMPI); University of Maine at Farmington (UMF); University of Southern Maine (USM); and, University of Maine at Fort Kent (UMFK).

The Board of Trustees 2014 Strategic Outcomes were approved July 21, 2014. Strategic Integration Target 1 and 4 included the directives to:

- *Complete all seven campus strategic plans, as well as those from other major elements of the enterprise (e.g., Extension), ensuring that, taken as a whole, they meet the statewide mission-defined portfolio of services. All plans complete and checked against the statewide portfolio by EOY 2014. To accomplish this outcome, System strategic integration outcomes include the development of differentiating campus identities under the Board's newly adopted vision....*

- *Develop a model of academic program and portfolio review and integration that leverages academic resources to enhance program quality, expand access, and meets appropriate financial benchmarks, with at least three pilot projects underway in FY15.*

To this end, the leadership of UMS is seeking to engage a qualified consulting firm in doing market and competitor research to assist in the finalization of this repositioning and product differentiation, while fulfilling the state needs and seeking out under-served markets.

Additional background on the overall initiative can be found on the UMS Mission Excellence Financial Affairs web site: <http://thinkmissionexcellence.maine.edu/priority-initiatives/finance/>

Some of UMS' institutions have conducted internal surveys and compiled National Clearinghouse data. These could be made available to the successful bidder upon request.

- 1.3 Evaluation Criteria: The selection of a Consultant will be based on the information submitted and contained within the response to this RFP. Therefore, it is imperative that a Consultant's response contains all information relevant to the University's complete understanding of the Consultant's capabilities, experience, quality, pricing, and service responsiveness. The format for the consultant response is contained in Section Three.

General criteria under which proposals will be evaluated include, but are not limited to, the following:

- Ability and Experience of the Firm (30 Points).
- Qualifications of the Assigned Team Members (15 Points)
- Methodology and Project Plan (30 Points).
- Timing (10 Points)
- Cost (15 Points)

- 1.4 Communication with the University: It is the responsibility of the bidder to inquire about any requirement of this RFP that is not understood. Responses to inquiries, if they change or clarify the RFP in a substantial manner, will be forwarded by addenda to all parties that have received a copy of the RFP. Addenda will also be posted on our web site, www.maine.edu/strategic/upcoming_bids.php. It is the responsibility of all bidders to check the web site before submitting a response to ensure that they have all pertinent documents. The University will not be bound by oral responses to inquiries or written responses other than addenda.

Inquiries must be made to: Gregg Allen
Office of Strategic Procurement
University of Maine System
104 Anderson Hall
Gorham, Maine 04038
(207) 780-5097
Gregg@maine.edu

The deadline for inquires is April 1, 2015. The University will respond to written inquiries not later than close of business, April 3, 2015.

- 1.5 Award of Proposal: Presentations may be requested of two or more bidders deemed by the University to be the best suited among those submitting proposals on the basis of the selection criteria. After presentations have been conducted, the University may select the bidder or bidders which, in its opinion, has made the proposal that is the most responsive and most responsible and may award the Contract to that bidder. The University reserves the right to award contracts to multiple bidders, if such awards are in the best interest of the University. The University also reserves the right to waive minor irregularities. Scholarships, donations, or gifts to the University, will not be considered in the evaluation of proposals. The University reserves the right to reject any or all bids/proposals/submissions, in whole or in part, and is not necessarily bound to accept the lowest cost bid/proposal/submission if that bid/proposal/submission is contrary to the best interests of the University. The University may cancel this Request for Proposals or reject any or all proposals in whole or in part. Should the University determine in its sole discretion that only one or more bidder is fully qualified, or that one or more bidder is clearly more qualified than others under consideration, contract(s) may be awarded to bidder(s) without further action.
- 1.6 Award Protest: Bidders may appeal the award decision by submitting a written protest to the University of Maine System's Chief Procurement Officer within five (5) business days of the date of the award notice, with a copy of the protest to the successful bidder. The protest must contain a statement of the basis for the challenge.
- 1.7 Confidentiality: The information contained in proposals submitted for the University's consideration will be held in confidence until all evaluations are concluded and a vendor selected (the successful bidder). At that time the University will issue bid award notice letters to all participating bidders and the successful bidder's proposal may be made available to participating bidders upon request. After the protest period has passed and the contract is fully executed, the winning proposal will be available for public inspection. Pricing and other information that is an integral part of the offer cannot be considered confidential after an award has been made. The University will honor requests for confidentiality for information of a proprietary nature to the extent allowed by law. Clearly mark any information considered confidential.
- The University must adhere to the provisions of the Maine Freedom of Access Act (FOAA), 1 MRSA §401 et seq. As a condition of accepting a contract under this section, a contractor must accept that, to the extent required by the Maine FOAA, responses to this solicitation, and any ensuing contractual documents, are considered public records and therefore are subject to freedom of access requests.
- 1.8 Costs of Preparation: Bidder assumes all costs of preparation of the proposal and any presentations necessary to the proposal process.
- 1.9 Debarment: Submission of a signed proposal in response to this solicitation is certification that your firm (or any subcontractor) is not currently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Submission is also agreement that the University will be notified of any change in this status.
- 1.10 Proposal Understanding: By submitting a proposal, the bidder agrees and assures that the specifications are adequate, and the bidder accepts the terms and conditions herein. Any exceptions should be noted in your response.
- 1.11 Proposal Validity: Unless specified otherwise, all proposals shall be valid for ninety (90) days from the due date of the proposal.

- 1.12 Non-Responsive Bids/Proposals: The University will not consider non-responsive bids or proposals, i.e., those with material deficiencies, omissions, errors or inconsistencies.
- 1.13 Specification Protest Process and Remedies: If a bidder feels that the specifications are written in a way that limits competition, a specification protest may be sent to the Office of Strategic Procurement. Specification Protests will be responded to within five (5) business days of receipt. Determination of protest validity is at the sole discretion of the University. The due date of the proposal may be changed if necessary to allow consideration of the protest and issuance of any necessary addenda. Specification protests shall be presented to the University in writing as soon as identified, but no less than five (5) business days prior to the bid opening date and time. No protest against the award due to the specifications shall be considered after this deadline. Protests shall include the reason for the protest and any proposed changes to the specifications. Protests should be delivered to the Office of Strategic Procurement in sealed envelopes, clearly marked as follows:

SPECIFICATION PROTEST, RFP #47-15

- 1.14 Proposal Submission: Proposal should be submitted as a PDF document attached to an eMail and received by **5:00pm, Friday, April 10, 2015** and sent to:

Gregg Allen
University of Maine Systems
Strategic Sourcing Manager
Gregg@Maine.edu
207-780-5097

Proposals received after the due date will be returned and not reviewed. There will be no public opening of proposals (see Confidentiality clause). Vendors are strongly encouraged to submit proposals in advance of the due date to avoid the possibility of missing the due date because of unforeseen circumstances. Additional time will not be granted to any single vendor, however additional time may be granted to all vendors when the University determines that circumstances require it. The eMail must have the following information.

Subject: RFP #47-15 response from <Name of Bidder>

Email Content: Name and Address of Bidder
Contact(s) information including phone / cell phone / eMail

Attachment: Proposal in PDF format

A confirmation reply will be sent indicating that the proposal has been received. If you do not get confirmation, please follow-up with the contact provided.

- 1.15 Authorization: Any contract or agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Chief Procurement Officer and it is not approved, valid or effective until such written approval is granted.

SECTION TWO

2.0 GENERAL TERMS AND CONDITIONS:

- 2.1 **Contract Administration:** The Office of Strategic Procurement or its designee shall be the University's authorized representative in all matters pertaining to the administration of this Contract.
- 2.2 **Contract Documents:** If a separate contract is not written, the Contract entered into by the parties shall consist of the RFP, the signed proposal submitted by the Contractor, the specifications including all modifications thereof, and a purchase order or letter of agreement requiring signatures of the University and the Contractor, all of which shall be referred to collectively as the Contract Documents.
- 2.3 **Contract Modification and Amendment:** The parties may adjust the specific terms of this Contract (except for pricing and/or commission) where circumstances beyond the control of either party require modification or amendment. Any modification or amendment proposed by the Contractor must be in writing to the Office of Strategic Procurement. Any agreed upon modification or amendment must be in writing and signed by both parties.
- 2.4 **Contract Term:** The Contract term shall be for a period of approximately 8 weeks commencing on or about May 5, 2015. With mutual written agreement of the parties this Contract may be extended is deemed necessary by the University.
- 2.5 **Contract Data:** The Contractor is required to provide the University with detailed data concerning the Contract at the completion of each contract year or at the request of the University at other times. The University reserves the right to audit the Contractor's records to verify the data. This data may include, but is not limited to, dollar volume, items sold, services rendered, and commissions paid to the University.
- 2.6 **Contract Validity:** In the event one or more clauses of the Contract are declared invalid, void, unenforceable or illegal, that shall not affect the validity of the remaining portions of the Contract.
- 2.7 **Non-Waiver of Defaults:** Any failure of the University to enforce or require the strict keeping and performance of any of the terms and conditions of this Contract shall not constitute a waiver of such terms, conditions, or rights.
- 2.8 **Cancellation/Termination:** If the Contractor defaults in its agreement to provide personnel or equipment to the University's satisfaction, or in any other way fails to provide service in accordance with the contract terms, the University shall promptly notify the Contractor of such default and if adequate correction is not made within 30 days, the University may take whatever action it deems necessary to provide alternate services and may, at its option, immediately cancel this Contract with written notice. Except for such cancellation for cause by the University, either the University or the Contractor may terminate this Contract by giving 60 days advance written notice to the other party. Cancellation does not release the Contractor from its obligation to provide goods or services per the terms of the Contract during the notification period.

The Agreement may be terminated by the University in whole, or in part, whenever for any reason the University shall determine that such termination is in the best interest of the University. Any such termination shall be effected by delivery to the Contractor of a Notice of

Termination specifying the extent to which performance of the Agreement is terminated and the date on which such termination becomes effective. The University shall pay all allowable costs incurred up to the effective date of termination. However, the Contractor shall not be reimbursed for any costs incurred after the effective date of termination.

- 2.9 Employees: The Contractor shall employ only competent and satisfactory personnel and shall provide a sufficient number of employees to perform the required services efficiently and in a manner satisfactory to the University. If the Contract Administrator or designee, notifies the Contractor in writing that any person employed on this Contract is incompetent, disorderly, or otherwise unsatisfactory, such person shall not again be employed in the execution of this Contract without the prior written consent of the Contract Administrator.
- 2.10 Clarification of Responsibilities: If the Contractor needs clarification of or deviation from the terms of the Contract, it is the Contractor's responsibility to obtain written clarification or approval from the Office of Strategic Procurement.
- 2.11 Litigation: This Contract and the rights and obligations of the parties hereunder shall be governed by and construed in accordance with the laws of the State of Maine without reference to its conflicts of laws principles. The Contractor agrees that any litigation, action or proceeding arising out of this Contract, shall be instituted in a state court located in the State of Maine.
- 2.12 Assignment: Neither party of the Contract shall assign the Contract without the prior written consent of the other, nor shall the Contractor assign any money due or to become due without the prior written consent of the University.
- 2.13 Equal Opportunity: In the execution of the Contract, the Contractor and all subcontractors agree, consistent with University policy, not to discriminate on the grounds of race, color, religion, sex, sexual orientation, including transgender status or gender expression, national origin or citizenship status, age, disability, genetic information, or veteran's status and to provide reasonable accommodations to qualified individuals with disabilities upon request. The University encourages the employment of individuals with disabilities.
- 2.14 Independent Contractor: Whether the Contractor is a corporation, partnership, other legal entity, or an individual, the Contractor is an independent contractor. If the Contractor is an individual, the Contractor's duties will be performed with the understanding that the Contractor is a self-employed person, has special expertise as to the services which the Contractor is to perform and is customarily engaged in the independent performance of the same or similar services for others. The manner in which the services are performed shall be controlled by the Contractor; however, the nature of the services and the results to be achieved shall be specified by the University. The Contractor is not to be deemed an employee or agent of the University and has no authority to make any binding commitments or obligations on behalf of the University except as expressly provided herein. The University has prepared specific guidelines to be used for contractual agreements with individuals (not corporations or partnerships) who are not considered employees of the University.
- 2.15 Sexual Harassment: The University is committed to providing a positive environment for all students and staff. Sexual harassment, whether intentional or not, undermines the quality of this educational and working climate. The University thus has a legal and ethical responsibility to ensure that all students and employees can learn and work in an environment free of sexual harassment. Consistent with the state and federal law, this right to freedom from sexual harassment was defined as University policy by the Board of Trustees. Failure to comply with this policy could result in termination of this Contract without advanced notice.

Further information regarding this policy is available from:

University of Maine System Office
Lynda Dec
Director of Equity and Diversity
(207) 973-3202

- 2.16 Indemnification (Contractor): The Contractor agrees to be responsible for, and to protect, save harmless, and indemnify the University and its employees from and against all loss, damage, cost and expense (including attorney's fees) suffered or sustained by the University or for which the University may be held or become liable by reason of injury (including death) to persons or property or other causes whatsoever, in connection with the operations of the Contractor or any subcontractor under this agreement.
- 2.17 Contractor's Liability Insurance: During the term of this agreement, the Contractor shall maintain the following insurance:

<u>Insurance Type</u>	<u>Coverage Limit</u>
1. Commercial General Liability (Written on an Occurrence-based form)	\$1,000,000 per occurrence or more (Bodily Injury and Property Damage)
2. Vehicle Liability (Including Hired & Non-Owned)	\$1,000,000 per occurrence or more (Bodily Injury and Property Damage)
3. Workers Compensation (In Compliance with Applicable State Law)	Required for all personnel

The University of Maine System shall be named as Additional Insured on the Commercial General Liability insurance.

Certificates of Insurance for all of the above insurance shall be filed with:

Office of Strategic Procurement
University of Maine System
104 Anderson Hall
37 College Avenue
Gorham, Maine 04074

Certificates shall be filed prior to the date of performance under this Agreement. Said certificates, in addition to proof of coverage, shall contain the standard statement pertaining to written notification in the event of cancellation, with a thirty (30) day notification period.

As additional insured and certificate holder, the University should be included as follows:

University of Maine System
16 Central Street
Bangor, Maine 04401

- 2.18 Smoking Policy: The University must comply with the "Workplace Smoking Act of 1985" and M.R.S.A. title 22, § 1541 et seq "Smoking Prohibited in Public Places." In compliance with this law, the University has prohibited smoking in all University System buildings except in designated smoking areas. This rule must also apply to all contractors and workers in existing University System buildings. The Contractor shall be responsible for the implementation and enforcement of this requirement within existing buildings. At USM, the use of tobacco products is prohibited at all three campuses (Portland, Gorham, Lewiston)
- 2.19 Gramm Leach Bliley (GLB) Act (Confidentiality of Information): The Contractor shall comply with all aspects of the GLB Act regarding safeguarding confidential information.
- 2.20 Payments: Payment will be upon submittal of an invoice to the address shown on the purchase order by the Contractor on a Net 30 basis. The University accepts prompt payments discounts over 2% that are extended to the University for payments made within twenty (10) days after receipt of invoice. Invoices must include a purchase order number. The University is using several, preferred methods of payment: Bank of America's ePayables and PayMode electronic payment systems. Please indicate your ability to accept payment via any or all of these methods.

SECTION THREE

3.0 PROPOSAL CONTENT:

Bidders shall ensure that all information required herein is submitted with the proposal. All information provided should be verifiable by documentation requested by the University. Failure to provide all information, inaccuracy or misstatement may be sufficient cause for rejection of the proposal or rescission of an award. Bidders are encouraged to provide any additional information describing operational abilities. Responses to each requirement below should be in order and clearly marked with the section number to which they respond.

3.1 Business Profile:

3.1.1 **No financial statements are required to be submitted with your proposals,** however, prior to an award the University may request financial statements from your company, credit reports and letters from your bank and suppliers.

3.1.2 **Please submit with your proposal** a detailed history and description of your company and any published reports about your company.

3.2 Executive Summary: The Executive Summary should provide an overview of the proposing organization and a general description of the approach to meet the requirements of the RFP. It should also identify the bidder's primary contact, their address, telephone number, email address, and fax number. It must briefly state the proposer's understanding of the project objective, and the role and responsibility of the proposer in meeting the objectives. Subcontractors must provide an Executive Summary as well.

3.3 Ability and Experience: Provide a synopsis of the organization, years in operation, and experience with the service proposed, special areas of expertise, etc. In addition:

- Provide detailed background regarding your firm's experience and expertise working with large universities or university systems of comparable size and complexity as UMS
- Provide detailed background regarding your firm's expertise and experience conducting and delivering market and competitor research for large, complex organizations of higher education comparable to UMS.
- Describe any attributes which differentiate your firm from competitor firms relative to conducting and delivering market and competitor research for institutions of higher education
- Describe whether your firm has departed a project in the past two years as the result of legal action, a dispute or otherwise prior to the completion of the intended engagement

3.4 Key Personnel: Bidders must identify key personnel, their position and job description as well as a current resume for all key personnel. In addition, this section should clearly delineate how their responsibility and authority are divided. All CVs/ Resumes of staff who will be working on the project should be included in the technical proposal.

Outline processes are/will be in place to ensure that the project has sufficient capacity and resources to adequately meet engagement requirements and timing

- 3.5 Methodology and Project Plan: Provide an overview of your firm's strategy for completing the engagement from discovery to final report within the time frame specified. Provide details for each of the three areas identified below:
- Market research by student type, including projected student types you will use,
 - Competitor intelligence
 - Emerging trends

Describe UMS resources, roles and responsibilities and time requirements expected to meet project goals and timeframes.

Provide a detailed project plan including key milestones, deliverables, and primary responsibility for each identified task and milestone.

Provide a copy of a project plan from a similar successful engagement focused on conducting and delivering market and competitor research for an organization of comparable size and complexity

- 3.6 Time-Cost: In the Time-Cost section, the Consultant must detail the time and costs that will be required to complete the project. It will include complete evaluative services, preparation of documents, travel, lodging, meals and incidentals. Please reference, Resource Title and Level Descriptions as shown in Attachment I, for roles and responsibilities level of detail by consultant title. Please use these predefined titles when bidding.

Pricing

University agrees to pay Consultant for the Work in accordance with the following:

- Level 1 – Analyst/Consultant
- Level 2 – Senior Consultant Level
- 3 – Manager
- Level 4 – Senior Manager
- Level 5 – Partner

Hours

Consultant agrees to commit the following resources hours during the WORK period:

- Level 1 – Analyst/Consultant
- Level 2 – Senior Consultant
- Level 3 – Manager
- Level 4 – Senior Manager
- Level 5 – Partner

Fixed Bids by Title

Consultant agrees to complete the project based on fixed costs not to exceed the following amount during the WORK period:

Level 1 – Analyst/Consultant
Level 2 – Senior Consultant
Level 3 – Manager
Level 4 – Senior Manager
Level 5 – Partner

Total amount -

Fixed Bid by Project

Consultant agrees to complete the project based on one fixed cost not to exceed the following amount during the WORK period:

Total amount –

3.7 Payment Method: Indicate your ability to accept electronic payments. (Section 2.20)

3.8 References: Provide a list of three (3) higher education clients for whom the firm has recently provided similar services. Please include institution size and demographics, name and telephone number of contact person. These institutions may be called for a referral.

SIGNATURE PAGE

COMPANY NAME: _____

By: _____
(Signature)

(Print Name)

(Title)

(Phone)

(Cell Phone)

(E-mail Address)

(Date)

**ATTACHMENT I: RESOURCE TITLE AND LEVEL DESCRIPTIONS FOR OPERATIONS
CONSULTING SERVICES**

Market Research Core Competencies: When preparing the response to this RFP, the following matrix sets forth the areas of for use in the Time/Cost Section of the proposal response.

	Resource Descriptions	
Resource Level	Title	Role and Responsibility
Level 5	Partner, Managing Director, Vice President	<ul style="list-style-type: none"> ● 10+ years of consulting or relevant work experience ● Can prepare a short and long term strategic roadmap for a functional area ● Viewed as a functional and industry expert with full awareness of business solutions ● Serves as a relationship manager for Company A across multiple functional areas ● Has access to contacts with best practice functional and industry expertise outside the vendor and outside Company A
Level 4	Associate Partner, Director, Senior Manager	<ul style="list-style-type: none"> ● 7+ years of consulting or relevant work experience ● Can scope out a complex project based on business requirements and achievable benefits ● Can create a complex project plan and Statement-of-Work ● Can lead a complex project to completion on-time and on-budget ● Able to effectively facilitate meetings with Company A senior management ● Viewed as a functional expert with full awareness of business solutions ● Requires both broad and deep technology knowledge and the ability to architect a solution by mapping a customer's business problem to an end-to-end technology solution (Company A specific) ● Demonstrated ability to engage in senior level technology decision maker discussions related to agility and business value (Company A specific) ● Effective in fostering executive level relationships (Company A specific)

Level 3	Manager	<ul style="list-style-type: none"> ● 5+ years of consulting or relevant work experience ● Can scope out a simple or semi-complex project based on business requirements and achievable benefits ● Can create a semi-complex project plan and Statement-of-Work Can lead a semi-complex project to completion on-time and on- budget ● Able to effectively facilitate meetings with project sponsors ● Evaluate, design, and implement enterprise IT-based business solutions, often working on-site to help customers deploy their solutions ● Can lead teams for deployment activities and to meet deliverables Have strong client satisfaction awareness ● Can lead technology decisions and facilitate and articulate alternatives and direction to ● Senior IT and Business Management ● Strong Project Management Skills
Level 2	Senior Consultant, Senior Analyst	<ul style="list-style-type: none"> ● 3 + years of consulting or relevant work experience ● Completes tasks and sets priorities without supervision ● If needed, can supervise and set priorities for others ● Can lead a small project team ● Ability to present persuasively and effectively ● Able to effectively facilitate meetings with project team members
Level 1	Consultant, Analyst	<ul style="list-style-type: none"> ● 1+ years of consulting or relevant work experience ● Completes tasks with limited supervision ● All consultants are assumed to have the following capabilities: <ul style="list-style-type: none"> - Ability to work within a budget - Strong analytical skills and excellent communication skills - Ability to think strategically - Sound business-related skills including judgment and decision making skills - Ability to troubleshoot and solve difficult problems - Ability to work independently and as part of a team