LABOR CATEGORY DESCRIPTIONS

The labor categories that are within scope of this Multiple Award Blanket Purchase Agreement are the following:

Category 1 - Product Manager	Category 8 - DevOps Engineer
Category 2 - Technical Architect	Category 9 - Security Engineer
Category 3 - Interaction Designer / User Researcher / Usability Tester	Category 10 - Delivery Manager
Category 4 - Writer / Content Designer / Content Strategist	Category 11 - Agile Coach
Category 5 - Visual Designer	Category 12 - Business Analyst
Category 6 - Frontend Web Developer	Category 13 - Digital Performance Analyst
Category 7 - Backend Web Developer	

LABOR CATEGORY DESCRIPTIONS

Category 1 - Product Manager

Experience managing the delivery, ongoing success, and continuous improvement of one or more digital products and/or platforms.

Primarily responsible for:

- Lead one or more multi-disciplinary agile delivery teams to deliver excellent new products and/or iterations to existing products to meet user needs
- Gather user requirements based on a communicable understanding of diverse audience groups
- Define and get stakeholder buy-in for product definition and delivery approach
- Create effective, prioritized product descriptions, and delivery plans to meet user needs in a cost-effective way
- Interpret user research in order to make the correct product decisions, noting that users do not always know what they want
- Continually keep abreast of changes to user habits, preferences, and behaviors across various digital platforms and their implications for successful delivery of government digital services
- Underpin the delivery and iteration of digital services through effective analysis of qualitative and quantitative user data
- Communicate credibly with a wide range of digital delivery disciplines and talent

LABOR CATEGORY DESCRIPTIONS

Category 2 - Technical Architect

Experience serving as the manager of complex technology implementations, with an eye toward constant reengineering and refactoring to ensure the simplest and most elegant system possible to accomplish the desired need.

Understands how to maximally leverage the open source community to deploy systems on infrastructure as a service providers. Comfortable with liberally sharing knowledge across a multi-disciplinary team and working within agile methodologies. A full partner in the determination of vision, objectives, and success criteria.

Primarily responsible for:

- Architecting the overall system, by using prototyping and proof of concepts, which may include:
  - modern programming languages (e.g., Ruby, Python, Node.js) and web frameworks (e.g., Django, Rails)
  - modern front-end web programming techniques (e.g., HTML5, CSS3, RESTful APIs) and frameworks (e.g., Twitter Bootstrap, jQuery)
  - relational databases (e.g., PostgreSQL), and "NoSQL" databases (e.g., Cassandra, MongoDB)
  - automated configuration management (e.g., Chef, Puppet, Ansible, Salt), continuous integration/deployment, and continuous monitoring solutions
- Use of version control systems, specifically Git and GitHub
- Ensuring strategic alignment of technical design and architecture to meet business growth and direction, and stay on top of emerging technologies
- Decomposing business and system architecture to support clean-interface multi-team development
- Developing product roadmaps, backlogs, and measurable success criteria, and writing user stories (i.e., can establish a path to delivery for breaking down stories)
- Clearly communicates and works with stakeholders at every level

Category 3 - Interaction Designer / User Researcher / Usability Tester

The Interaction Designer / User Researcher / Usability Tester is part of a highly collaborative, multi-disciplinary team focused on improving usability, user experience, and driving user adoption and engagement. They are responsible for conducting user research, analysis &

synthesis, persona development, interaction design, and usability testing to create products that delight our customers.

Primarily responsible for:

- Conduct stakeholder interviews, user requirements analysis, task analysis, conceptual modeling, information architecture, interaction design, and usability testing
- Design and specify user interfaces and information architecture
- Lead participatory and iterative design activities, including observational studies, customer interviews, usability testing, and other forms of requirements discovery
- Produce user requirements specifications & experience goals, personas, storyboards, scenarios, flowcharts, design prototypes, and design specifications
- Effectively communicate research findings, conceptual ideas, detailed design, and design rationale and goals both verbally and visually
- Plan and facilitate collaborative critiques and analysis & synthesis working sessions
- Work closely with visual designers and development teams to ensure that customer goals are met and design specifications are delivered upon
- Designs and develops primarily internet/web pages and applications
- Develops proof-of-concepts and prototypes of easy-to-navigate user interfaces (UIs) that consists of web pages with graphics, icons, and color schemes that are visually appealing
- Researches user needs as well as potential system enhancements
- Has familiarity to, or may actually: code, test, debug documents, and implement web applications using a variety of platforms
- Planning, recruiting, and facilitating the usability testing of a system
- Analyzing and synthesizing the results of usability testing in order to provide recommendations for change to a system
- May create such artifacts as Usability Testing Plan, Testing Scripts, and Usability Testing Report

Category 4 - Visual Designer

The Visual Designer starts with a deep understanding of the goals of customers and the business so that they can create experiences that delight. Visual Designers will be well-versed in all aspects of current visual design standards and trends and will be responsible for managing project design reviews, resource planning, and execution for all project work related to visual design.

Primarily responsible for:

- Oversees all visual design efforts

- Guides, mentors, and coaches team members while leading projects to successful completion
- Develops and maintains relationships with key peers in Marketing, Branding, UX leaders, IT leaders, and others to identify and plan creative solutions
- Manages external service resources and budgets for visual design
- Ensures successful completion of all work executed by the team (on time, on budget, and ensuring quality)
- Ensures compliance with the project management methodologies and the Project Management Office processes and standards
- Develops, maintains, and ensures compliance of application release management, outage management and change control processes and standards
- Defines, creates, communicates, and manages resource plans and other required project documentation such as style guides and provides updates as necessary

Category 5 - Writer / Content Designer / Content Strategist

Experience developing the strategy and execution of content across digital channels.

Primarily responsible for:

- Improves content creation efforts by helping to lead the research & development of interactive and experiential storytelling for projects
- Advise how to improve the ongoing iteration of content models
- Collaborate with designers and other content strategists to improve how the effectiveness of digital, print, and other content is measured
- Develop and maintain appropriate voice for produced content
- Advise how to streamline content production and management solutions and processes, based on user research
- Assign, edit, and produce content for products, services, and various projects
- Plan and facilitate content strategy workshops and brainstorming sessions on developing content and content services (including API development)
- Collaborate closely with developers and designers to create, test, and deploy effective content marketing experiences using the Agile method of software development
- Offer educated recommendations on how to deliver a consistent, sustainable and standards-driven execution of content strategy across products, services, and projects
- Collaborate with content managers, writers, information architects, interaction designers, developers, and content creators of all types
- Participate, as needed, on an Agile software development scrum teams

Category 6 - Frontend Web Developer

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Experience using modern, frontend web development tools, techniques, and methods for the creation and deployment of user-facing interfaces. Is comfortable working in an agile and lean environment to routinely deploy changes.

Primarily responsible for:

- Frontend web development using modern techniques and frameworks (e.g., HTML5, CSS3, CSS frameworks like LESS and SASS, Responsive Design, Bourbon, Twitter Bootstrap)
- JavaScript development using modern standards, including strict mode compliance, modularization techniques and tools, and frameworks and libraries (e.g., jQuery, MV* frameworks such as Backbone.js and Ember.js, D3)
- Consuming RESTful APIs
- Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
- Use of version control systems, specifically Git and GitHub
- Ensuring Section 508 Compliance
- Quickly researching and learning new programming tools and techniques
- Using and working with open source solutions and community
- Creating web layouts from static images
- Creating views and templates in full-stack frameworks like Rails, Express, or Django

Category 7 - Backend Web Developer

Experience using modern, open source software to prototype and deploy backend web applications, including all aspects of server-side processing, data storage, and integration with frontend development.

Primarily responsible for:

- Web development using open-source web programming languages (e.g., Ruby, Python) and frameworks (e.g., Django, Rails)
- Developing and consuming web-based, RESTful APIs
- Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
- Authoring developer-friendly documentation (e.g., API documentation, deployment operations)
- Test-driven development
- Use of version control systems, specifically Git and GitHub
- Quickly researching and learning new programming tools and techniques

- Relational and non-relational database systems
- Scalable search technology (e.g. ElasticSearch, Solr)
- Handling large data sets and scaling their handling and storage
- Using and working with open source solutions and community
- Communicating technical concepts to a non-technical audience

Category 8 - DevOps Engineer

Experience serving as the engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to arm developers with the best tools and ensuring system uptime and performance.

Primarily responsible for:

- Deploying and configuring services using infrastructure as a service providers (e.g., Amazon Web Services, Microsoft Azure, Google Compute Engine, RackSpace/OpenStack)
- Configuring and managing Linux-based servers to serve a dynamic website
- Debugging cluster-based computing architectures
- Using scripting or basic programming skills to solve problems
- Installation and management of open source monitoring tools
- Configuration management tools (e.g., Puppet, Chef, Ansible, Salt)
- Architecture for continuous integration and deployment, and continuous monitoring
- Containerization technologies (e.g., LXC, Docker, Rocket)

Category 9 - Security Engineer

Experience serving as the security engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to ensure help developers create the most secure systems in the world while enhancing the privacy of all system users. Experience with white-hat hacking and fundamental computer science concepts strongly desired.

Primarily responsible for:

- Performing security audits, risk analysis, application-level vulnerability testing, and security code reviews
- Develop and implement technical solutions to help mitigate security vulnerabilities
- Conduct research to identify new attack vectors

LABOR CATEGORY DESCRIPTIONS

Category 10 - Delivery Manager

Experience setting up teams for successful delivery by removing obstacles (or blockers to progress), constantly helping the team to become more self-organizing, and enabling the work the team does rather than impose how it's done.

Manages one or more agile projects, typically to deliver a specific product or transformation via a multi-disciplinary, high-skilled digital team. Adept at delivering complex digital projects, breaking down barriers to the team, and both planning at a higher level and getting into the detail to make things happen when needed.

Defines project needs and feeds these into the portfolio/program process to enable resources to be appropriately allocated.

Primarily responsible for:

- Deliver projects and products using the appropriate agile project management methodology, learning & iterating frequently
- Work with the Product Manager to define the roadmap for any given product and translate this into user stories
- Lead the collaborative, dynamic planning process -- prioritizing the work that needs to be done against the capacity and capability of the team
- Matrix-managing a multi-disciplinary team
- Ensure all products are built to an appropriate level of quality for the stage (alpha/beta/production)
- Actively and openly share knowledge of best practices

Category 11 - Agile Coach

Experience transforming initiatives to deliver lasting change within agencies that focus on delivering value for citizens. Coaches may be required to work either:

- at the team level, working with teams to ensure that delivery teams within agencies are adopting agile and performing effectively
- at the portfolio or program level, to help agencies to establish the right processes for managing a portfolio of work in an agile way
- at the organization level, to drive strategic change across the organization and ensure that adoption of agile techniques is embedded from the most senior levels of the organization
- or across all levels to ensure that organizations adopt a pragmatic approach to the way in which they govern delivery and continuous improvement of digital services

Primarily responsible for:

- Embed an agile culture using techniques from a wide range or agile and lean methodologies and frameworks, but be methodology agnostic
- Help to create an open and trust-based environment, which enables a focus on delivery and facilitates continuous improvement
- Assess the culture of a team or organization and delivery processes in place to identify improvements and facilitate these improvements with the right type of support
- Showcase relevant tools and techniques such as coaching, advising, workshops, and mentoring
- Engage with stakeholders at all levels of the organization
- Develop clear lines of escalation, in agreement with senior managers
- Ensure any stakeholder can easily find out an accurate and current project or program status, without disruption to delivery
- Work effectively with other suppliers and agencies
- Apply best tools and techniques to: team roles, behaviors, structure and culture, agile ceremonies and practices, knowledge transfer and sharing, program management, cross-team coordination, and overall governance of digital service delivery
- Ensure key metrics and requirements that support the team and delivery are well defined and maintained
- Equip staff with the ability to coach others
- If organization level, executive coaching on the fundamental considerations of digital service delivery design

Category 12 - Business Analyst

Familiar with a range of digital/web services and solutions, ideally where open source and cloud technologies and agile development methodologies have been applied. An eye for detail, excellent communication skills, ability to rationalize complex information to make it understandable for others to work, and ability to interrogate reported information and challenge sources where inconsistencies are found.

Primarily responsible for:

- Support agencies by analyzing propositions and assessing decision-making factors such as strategic alignment, cost/benefit, and risk
- Work closely with the Product Manager to define a product approach to meet the specified user need
- Define skill requirements and map internal, agency, and external (partners/specialist contractors) resources

- Work with the owning agency to ensure they have the budget to cover the proposed approach and resource requirements during delivery and analyze what provision they have for on going running costs
- Analyze and map the risks of this product approach and propose mitigation solutions
- Define how the predicted user and financial benefit can be realized, and how channel shift will be measured
- Make a recommendation for action against the analysis done

Category 13 - Digital Performance Analyst

Experience specifying, collecting, and presenting key performance data and analysis for a given digital service. Supports Product Managers by generating new and useful information and translating it into actions that will allow them to iteratively improve their service for users. Possesses analytical and problem-solving skills necessary for quickly developing recommendations based on the quantitative and qualitative evidence gathered via web analytics, financial data, and user feedback. Confident in explaining technical concepts to senior officials with limited technological background. And comfortable working with data, from gathering and analysis through to design and presentation.

Primarily responsible for:

- Support the Product Manager to make sure their service meets performance requirements
- Communicate service performance against key indicators to internal and external stakeholders
- Ensure high-quality analysis of agency transaction data
- Support the procurement of the necessary digital platforms to support automated and real-time collection and presentation of data
- Share examples of best practice in digital performance management across government
- Identify delivery obstacles to improving transactional performance in agencies and working with teams to overcome those obstacles