

2.3.8 Labor Categories

The Labor Categories and requisite qualifications approved for the Master Contract are set forth in the Master Contract Summary of Approved Labor Categories and Minimum Requirements table, contained in this section. Master Contractors shall utilize only these specified labor categories, the computer-based training rates (Functional Area 2) (see Section 2.3.9), and/or the classroom-based training rates (Functional Area 1) (see Section 2.3.10) when proposing to a TORFP and providing subsequent services under a TOA. Labor category rates may be used for consulting and customized curriculum development services as well as for training. Each TORFP will direct agencies to price their TOP according to a specified format using labor category rates, computer-based training rates (Functional Area 2), classroom-based training rates (Functional Area 1), or a combination of the above. However, in TORFPS requesting training, the Contractor shall bill for either the labor category rate for instructor or, as applicable, the classroom- or computer-based training flat or per student rates, not both. Furthermore, if hourly rates for instruction are requested, the Contractor may not invoice for instruction preparation time; the Contractor may bill hourly rates for instruction in 15-minute increments from the time instruction to participants starts through the end of the instruction period, including lunch if applicable.

**The Master Contract's Summary of Approved Labor Categories and Minimum Requirements
Labor Category Table**

Labor Category	Consultant	Instructor	Assistant Instructor/Analyst	Subject Matter Expert (SME)
Education	Bachelor's degree from an accredited college or university in a Business-related field. Graduate degree preferred.	Bachelor's degree from an accredited college or university in Business, Education or a related field.	Bachelor's degree from an accredited college or university.	Bachelor's degree from an accredited college or university in Business related field or field required by the TORFP. Graduate degree preferred.
Experience: Specialized and General	Eight years' progressive experience working in a business related subject area. Four years' specialized experience in customer service, employee engagement, and/or process improvement consulting.	Four years' experience in delivering business-related trainings. At least two years of the required four years in delivering customer service training.	Six months experience following degree completion assisting in delivery of business-related trainings.	Five years of experience following degree completion and with progressively increasing responsibility working in subject matter area.
Duties	Provides business management planning and execution support in the areas of customer service, employee engagement and/or process improvement. Has proven knowledge of theories, principles and practices of customer service, employee engagement, and process improvement and conducts analyses of an organization's operations in these areas. Provides expertise and support in conducting a full range of analyses activities and studies. Classifies and summarizes data for the preparation and submission of reports on a recurring basis.	Provides instructor-led training on customer service for groups of three to 200 State employees, including course materials and handouts for each employee, in a variety of formats as specified by the TORFP. Instructor is responsible for completing instruction of material in time allotted for completion, as specified by the TORFP. Administers an evaluation tool to each State employee participant at conclusion of training to assess participants' comprehension. Provides assessment results and report on each training session provided to TOM.	Assists instructor in administrative preparation and delivery of customer service training. Assists consultant or SME in preparation of reports and agency-specific data collection.	Demonstrates a thorough understanding of customer service best practices, employee engagement strategies, and process improvement methods, or of other subject matter area specified by State. Performs the day-to-day, detailed work required to achieve and support the customer service, employee engagement, or process improvement objectives, including performing statistical sampling, interviewing management to gain an understanding of the client's business, testing for effectiveness, and performing analytical and substantive procedures as deemed necessary. Reports findings related to non-performance and weaknesses of existing practices and proposed recommendations for improving them.