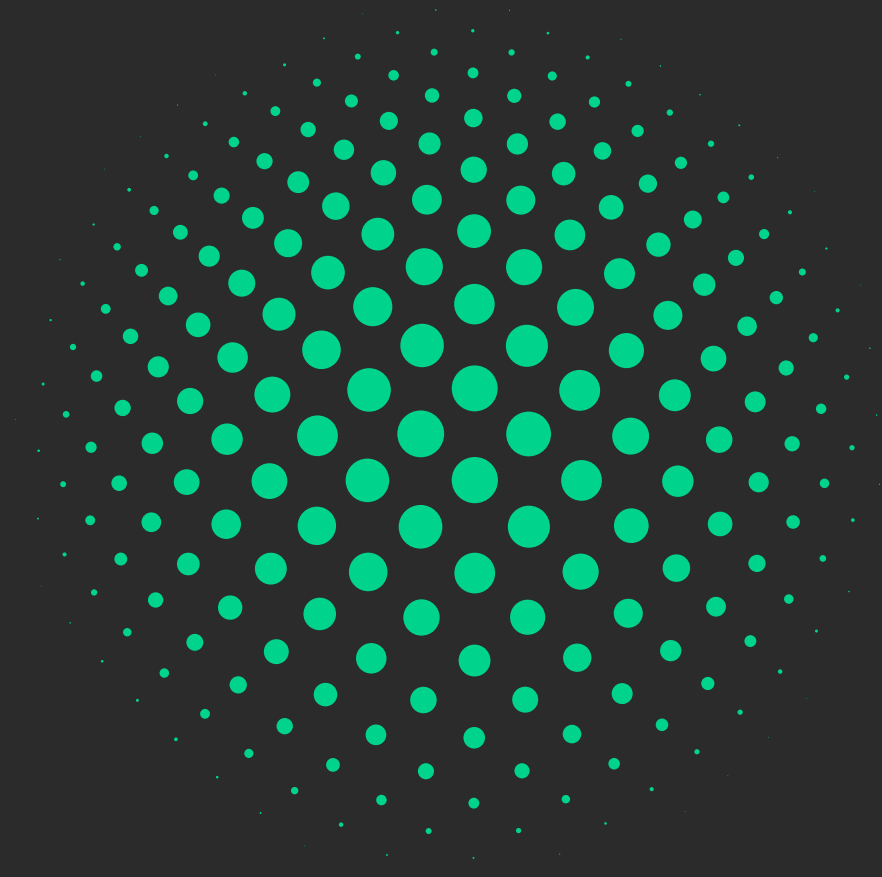


G-Cloud 13
Cloud Support – Lot 3
Services Rate Card.



Secon Rate Card.

Level	Strategy and Architecture	Change and Transformation	Development and Implementation	Delivery and Operation	People and Skills	Relationships and Engagement
1. Follow	£750	£750	£750	£750	£750	£750
2. Assist	£825	£825	£825	£825	£825	£825
3. Apply	£900	£900	£900	£900	£900	£900
4. Enable	£1000	£1000	£1000	£1000	£1000	£1000
5. Ensure or Advise	£1250	£1250	£1250	£1250	£1250	£1250
6. Initiate or Influence	£1750	£1750	£1750	£1750	£1750	£1750
7. Set Strategy or Inspire	£2250	£2250	£2250	£2250	£2250	£2250

Standards for consultancy day rate cards

- Consultant's working day: 7.5 hours exclusive of travel and lunch
- Working week: Monday to Friday excluding UK Bank Holidays
- Office hours: 9:00am to 5:00pm - UK Time, Monday to Friday
- Expenses: Excluded in the day rate
- Rates: Exclude VAT

Level definitions.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
1. Follow	<ul style="list-style-type: none"> • Works under close direction. • Uses little discretion in attending to enquiries. • Is expected to seek guidance in unexpected situations. 	<ul style="list-style-type: none"> • Minimal Influence. May work alone or interact with immediate colleagues. 	<ul style="list-style-type: none"> • Performs routine activities in a structured environment. • Requires assistance in resolving unexpected problems. • Participates in the generation of new ideas. 	<ul style="list-style-type: none"> • Has sufficient oral and written communication skills for effective engagement with immediate colleagues. • Uses basic systems and tools, applications and processes. • Demonstrates an organised approach to work. Has basic digital skills to learn and use applications and tools for their role. • Learning and professional development – contribute to identifying own development opportunities. • Security, privacy and ethics – understands and complies with organisational standards. 	<ul style="list-style-type: none"> • Has a basic generic knowledge appropriate to area of work. • Applies newly acquired knowledge to develop new skills.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
2. Assist	<ul style="list-style-type: none"> • Works under routine direction. • Uses limited discretion in resolving issues or enquiries. • Determines when to seek guidance in unexpected situations. • Plans own work within short time horizons. 	<ul style="list-style-type: none"> • Interacts with and may influence immediate colleagues. • May have some external contact with customers, suppliers and partners. • Aware of need to collaborate with team and represent users/customer needs. 	<ul style="list-style-type: none"> • Performs a range of work activities in varied environments. • May contribute to routine issue resolution. • May apply creative thinking or suggest new ways to approach a task. 	<ul style="list-style-type: none"> • Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/customers. • Understands and uses appropriate methods, tools, applications and processes. • Demonstrates a rational and organised approach to work. • Has sufficient digital skills for their role. • Learning and professional development – identifies and negotiates own development opportunities. • Security, privacy and ethics – is fully aware of organisational standards. Uses appropriate working practices in own work. 	<ul style="list-style-type: none"> • Has gained a basic domain knowledge. • Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. • Absorbs new information when it is presented systematically and applies it effectively.
3. Apply	<ul style="list-style-type: none"> • Works under general direction. • Receives specific direction, accepts guidance and has work reviewed at agreed milestones. • Uses discretion in identifying and responding to complex issues related to own assignments. • Determines when issues should be escalated to a higher level. • Plans and monitors own work (and that of others where applicable) competently within limited deadlines. 	<ul style="list-style-type: none"> • Interacts with and influences colleagues. • May oversee others or make decisions which impact routine work assigned to individuals or stages of projects. • Has working level contact with customers, suppliers and partners. • Understands and collaborates on the analysis of user/customer needs and represents this in their work. • Contributes fully to the work of teams by appreciating how own role relates to other roles. 	<ul style="list-style-type: none"> • Performs a range of work, sometimes complex and nonroutine, in a variety of environments. • Applies a methodical approach to routine and moderately complex issue definition and resolution. • Applies and contributes to creative thinking or finds new ways to complete tasks. 	<ul style="list-style-type: none"> • Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners. • Understands and effectively applies appropriate methods, tools, applications and processes. • Demonstrates judgement and a systematic approach to work. • Effectively applies digital skills and explores these capabilities for their role. • Learning and professional development – takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities. • Security, privacy and ethics – demonstrates appropriate working practices and knowledge in non-routine work. • Appreciates how own role and others support appropriate working practices. 	<ul style="list-style-type: none"> • Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. • Has an appreciation of the wider business context. • Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. • Absorbs new information and applies it effectively.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
4. Enable	<ul style="list-style-type: none"> • Works under general direction within a clear framework of accountability. • Exercises substantial personal responsibility and autonomy. • Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work. • Escalates when issues fall outside their framework of accountability. • Plans, schedules and monitors work to meet given objectives and processes to time and quality targets. 	<ul style="list-style-type: none"> • Influences customers, suppliers and partners at account level. • Makes decisions which influence the success of projects and team objectives. • May have some responsibility for the work of others and for the allocation of resources. • Engages with and contributes to the work of cross-functional teams to ensure that customers and user needs are being met throughout the deliverable/scope of work. • Facilitates collaboration between stakeholders who share common objectives. • Participates in external activities related to own specialism. 	<ul style="list-style-type: none"> • Work includes a broad range of complex technical or professional activities, in a variety of contexts. • Investigates, defines and resolves complex issues. • Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable. 	<ul style="list-style-type: none"> • Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences when engaging with colleagues, users/ customers, suppliers and partners. • Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism. • Demonstrates an awareness of risk and takes an analytical approach to work. • Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools. • Contributes specialist expertise to requirements definition in support of proposals. • Shares knowledge and experience in own specialism to help others. • Learning and professional development – maintains an awareness of developing practices and their application and takes responsibility for driving own development. <p>Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. Contributes to the development of others.</p> <ul style="list-style-type: none"> • Security, privacy and ethics – fully understands the importance and application to own work and the operation of the organisation. Engages or works with specialists as necessary. 	<ul style="list-style-type: none"> • Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. • Has gained a thorough knowledge of the domain of the organisation. • Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others. • Rapidly absorbs and critically assesses new information and applies it effectively.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
5. Ensure or Advise	<ul style="list-style-type: none"> • Works under broad direction. • Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives. • Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. • Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities. 	<ul style="list-style-type: none"> • Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. • Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. • Has significant influence over the allocation and management of resources appropriate to given assignments. • Leads on user/customer and group collaboration throughout all stages of work. • Ensures users' needs are met consistently through each work stage. • Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. • Creates and supports collaborative ways of working across group/area of responsibility. • Facilitates collaboration between stakeholders who have diverse objectives. 	<ul style="list-style-type: none"> • Implements and executes policies aligned to strategic plans. • Performs an extensive range and variety of complex technical and/or professional work activities. • Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. • Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements. • Understands the relationships between own specialism and customer/organisational requirements. 	<ul style="list-style-type: none"> • Demonstrates leadership in operational management. • Analyses requirements and advises on scope and options for continual operational improvement. • Assesses and evaluates risk. • Takes all requirements into account when making proposals. • Shares own knowledge and experience and encourages learning and growth. • Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives. • Understands and evaluates the organisational impact of new technologies and digital services. • Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder. • Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences. • Learning and professional development – takes initiative to advance own skills and identify and manage development opportunities in area of responsibility. • Security, privacy and ethics – proactively contributes to the implementation of appropriate working practices and culture. 	<ul style="list-style-type: none"> • Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients. • Develops a wider breadth of knowledge across the industry or business. • Applies knowledge to help to define the standards which others will apply.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
6. Initiate or Influence	<ul style="list-style-type: none"> • Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. • Establishes organisational objectives and assigns responsibilities. 	<ul style="list-style-type: none"> • Influences policy and strategy formation. • Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. • Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation. • Makes decisions which impact the achievement of organisational objectives and financial performance. 	<ul style="list-style-type: none"> • Contributes to the development and implementation of policy and strategy. • Performs highly complex work activities covering technical, financial and quality aspects. • Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/ organisation. 	<ul style="list-style-type: none"> • Demonstrates leadership in organisational management. • Understands and communicates industry developments, and the role and impact of technology. • Manages and mitigates organisational risk. • Balances the requirements of proposals with the broader needs of the organisation. • Promotes a learning and growth culture in their area of accountability. • Leads on compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. • Identifies and endorses opportunities to adopt new technologies and digital services. • Creatively applies a wide range of innovative and/or management principles to realise business benefits aligned to the organisational strategy. • Communicates authoritatively at all levels across the organisation to both technical and non-technical audiences articulating business objectives. • Learning and professional development – takes the initiative to advance own skills and leads the development of skills required in their area of accountability. • Security, privacy and ethics – takes a leading role in promoting and ensuring appropriate working practices and culture throughout own area of accountability and collectively in the organisation. 	<ul style="list-style-type: none"> • Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients. • Promotes the application of generic and specific bodies of knowledge in own organisation. • Develops executive leadership skills and broadens and deepens their industry or business knowledge.

Level	Autonomy	Influence	Complexity	Business Skills	Knowledge
7. Set Strategy and Inspire	<ul style="list-style-type: none"> • At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. • Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned. 	<ul style="list-style-type: none"> • Inspires the organisation, and influences developments within the industry at the highest levels. • Makes decisions critical to organisational success. • Develops long-term strategic relationships with customers, partners, industry leaders and government. • Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy. 	<ul style="list-style-type: none"> • Applies the highest level of leadership to the formulation and implementation of strategy. • Performs extensive strategic leadership in delivering business value through vision, governance and executive management. • Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment. 	<ul style="list-style-type: none"> • Has a full range of strategic management and leadership skills. • Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. • Establishes governance to address business risk. • Ensures proposals align with the strategic direction of the organisation. • Fosters a learning and growth culture across the organisation. • Assess the impact of legislation and actively promotes compliance and inclusivity. • Advances the knowledge and/or exploitation of technology within one or more organisations. • Champions creativity and innovation in driving strategy development to enable business opportunities. • Communicates persuasively and convincingly across own organisation, industry and government to audiences at all levels. • Learning and professional development – ensures that the organisation develops and mobilises the full range of required skills and capabilities. • Security, privacy and ethics – provides clear direction and strategic leadership for the implementation of working practices and culture throughout the organisation. 	<ul style="list-style-type: none"> • Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. • Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.

Get in touch.

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