

## Skills For the Information Age (SFIA) Rate Card

	Strategy & architecture	Change & Transformation	Development & Implementation	Delivery & Operation	People & Skills	Relationships & Engagement
<b>1. Follow</b>	£475	£475	£475	£475	£475	£475
<b>2. Assist</b>	£625	£625	£625	£625	£625	£625
<b>3. Apply</b>	£750	£750	£750	£750	£750	£750
<b>4. Enable</b>	£875	£875	£875	£875	£875	£875
<b>5. Ensure/Advise</b>	£995	£995	£995	£995	£995	£995
<b>6. Initiate/Influence</b>	£1200	£1200	£1200	£1200	£1200	£1200
<b>7. Set Strategy/Inspire/Mobilise</b>	£1400	£1400	£1400	£1400	£1400	£1400

## Standards for Consultancy Day Rate cards

- **Consultant's Working Day** – 8 hours exclusive of travel and lunch
- **Standard Working Week** – Monday to Friday excluding national holidays
- **Office Hours** - 9am to 5pm Monday to Friday
- **Travel and Subsistence** – Included within day rate within M25. Payable at department's standard T&S rates outside M25.
- **Mileage** – As for travel, mileage subsistence
- **Professional Indemnity Insurance** – included in day rate

## Level definitions

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

<b>2. Assist</b>	<ul style="list-style-type: none"> <li>▪ Works under routine direction.</li> <li>▪ Uses limited discretion in resolving issues or enquiries.</li> <li>▪ Determines when to seek guidance in unexpected situations.</li> <li>▪ Plans own work within short time horizons.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interacts with and may influence immediate colleagues.</li> <li>▪ May have some external contact with customers, suppliers and partners.</li> <li>▪ Aware of need to collaborate with team and represent users/customer needs..</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performs a range of work activities in varied environments.</li> <li>▪ May contribute to routine issue resolution.</li> <li>▪ May apply creative thinking or suggest new ways to approach a task.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/ customers.</li> <li>▪ Understands and uses appropriate methods, tools, applications and processes.</li> <li>▪ Demonstrates a rational and organised approach to work.</li> <li>▪ Has sufficient digital skills for their role.</li> <li>▪ Learning and professional development — identifies and negotiates own development opportunities.</li> <li>▪ Security, privacy and ethics — is fully aware of organisational standards.</li> <li>▪ Uses appropriate working practices in own work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has gained a basic domain knowledge.</li> <li>▪ Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge.</li> <li>▪ Absorbs new information when it is presented systematically and applies it effectively</li> </ul>
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<b>3. Apply</b>	<ul style="list-style-type: none"> <li>▪ Works under general direction.</li> <li>▪ Receives specific direction, accepts guidance and has work reviewed at agreed milestones.</li> <li>▪ Uses discretion in identifying and responding to complex issues related to own assignments.</li> <li>▪ Determines when issues should be escalated to a higher level.</li> <li>▪ Plans and monitors own work (and that of others where applicable) competently within limited deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interacts with and influences colleagues.</li> <li>▪ May oversee others or make decisions which impact routine work assigned to individuals or stages of projects.</li> <li>▪ Has working level contact with customers, suppliers and partners.</li> <li>▪ Understands and collaborates on the analysis of user/customer needs and represents this in their work.</li> <li>▪ Contributes fully to the work of teams by appreciating how own role relates to other roles.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performs a range of work, sometimes complex and nonroutine, in a variety of environments.</li> <li>▪ Applies a methodical approach to routine and moderately complex issue definition and resolution.</li> <li>▪ Applies and contributes to creative thinking or finds new ways to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners.</li> <li>▪ Understands and effectively applies appropriate methods, tools, applications and processes.</li> <li>▪ Demonstrates judgement and a systematic approach to work.</li> <li>▪ Effectively applies digital skills and explores these capabilities for their role.</li> <li>▪ Learning and professional development — takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities.</li> <li>▪ Security, privacy and ethics — demonstrates appropriate working practices and knowledge in non-routine work.</li> <li>▪ Appreciates how own role and others support appropriate working practices.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information.</li> <li>▪ Has an appreciation of the wider business context.</li> <li>▪ Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge.</li> <li>▪ Absorbs new information and applies it effectively</li> </ul>
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<b>4. Enable</b>	<ul style="list-style-type: none"> <li>▪ Works under general direction within a clear framework of accountability.</li> <li>▪ Exercises substantial personal responsibility and autonomy.</li> <li>▪ Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work.</li> <li>▪ Escalates when issues fall outside their framework of accountability.</li> <li>▪ Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Influences customers, suppliers and partners at account level.</li> <li>▪ Makes decisions which influence the success of projects and team objectives.</li> <li>▪ May have some responsibility for the work of others and for the allocation of resources.</li> <li>▪ 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.</li> <li>▪ Facilitates collaboration between stakeholders who share common objectives.</li> <li>▪ Participates in external activities related to own specialism.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.</li> <li>▪ Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism.</li> <li>▪ Demonstrates an awareness of risk and takes an analytical approach to work.</li> <li>▪ Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools.</li> <li>▪ Contributes specialist expertise to requirements definition in support of proposals.</li> <li>▪ Shares knowledge and experience in own specialism to help others.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary.</li> <li>▪ Has gained a thorough knowledge of the domain of the organisation.</li> <li>▪ Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others.</li> <li>▪ Rapidly absorbs and critically assesses new information and applies it effectively</li> </ul>
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<b>5. Ensure or advise</b>	<ul style="list-style-type: none"> <li>▪ Works under broad direction.</li> <li>▪ Work is often self-initiated.</li> <li>▪ Is fully responsible for meeting allocated technical and/or group objectives.</li> <li>▪ Analyses, designs, plans, executes and evaluates work to time, cost and quality targets.</li> <li>▪ Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism.</li> <li>▪ Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.</li> <li>▪ Has significant influence over the allocation and management of resources appropriate to given assignments.</li> <li>▪ Leads on user/customer and group collaboration throughout all stages of work.</li> <li>▪ Ensures users' needs are met consistently through each work stage.</li> <li>▪ Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners.</li> <li>▪ Creates and supports collaborative ways of working across group/area of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implements and executes policies aligned to strategic plans.</li> <li>▪ Performs an extensive range and variety of complex technical and/or professional work activities.</li> <li>▪ Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts.</li> <li>▪ Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements.</li> <li>▪ Understands the relationships between own specialism and customer/organisational requirements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrates leadership in operational management.</li> <li>▪ Analyses requirements and advises on scope and options for continual operational improvement.</li> <li>▪ Assesses and evaluates risk.</li> <li>▪ Takes all requirements into account when making proposals.</li> <li>▪ Shares own knowledge and experience and encourages learning and growth.</li> <li>▪ Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives.</li> <li>▪ Understands and evaluates the organisational impact of new technologies and digital services.</li> <li>▪ Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients.</li> <li>▪ Develops a wider breadth of knowledge across the industry or business.</li> <li>▪ Applies knowledge to help to define the standards which others will apply</li> </ul>
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		<ul style="list-style-type: none"><li>▪ Facilitates collaboration between stakeholders who have diverse objectives.</li></ul>		<ul style="list-style-type: none"><li>▪ Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.</li><li>▪ Learning and professional development — takes initiative to advance own skills and identify and manage development opportunities in area of responsibility.</li><li>▪ Security, privacy and ethics — proactively contributes to the implementation of appropriate working practice and culture.</li></ul>	
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<b>6. Initiate or influence</b>	<ul style="list-style-type: none"> <li>Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects.</li> <li>Establishes organisational objectives and assigns responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Influences policy and strategy formation.</li> <li>Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders.</li> <li>Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation.</li> <li>Makes decisions which impact the achievement of organisational objectives and financial performance.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the development and implementation of policy and strategy.</li> <li>Performs highly complex work activities covering technical, financial and quality aspects.</li> <li>Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates leadership in organisational management.</li> <li>Understands and communicates industry developments, and the role and impact of technology.</li> <li>Manages and mitigates organisational risk.</li> <li>Balances the requirements of proposals with the broader needs of the organisation.</li> <li>Promotes a learning and growth culture in their area of accountability.</li> <li>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.</li> <li>Identifies and endorses opportunities to adopt new technologies and digital services.</li> <li>Creatively applies a wide range of innovative and/or management</li> </ul>	<ul style="list-style-type: none"> <li>Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.</li> <li>Promotes the application of generic and specific bodies of knowledge in own organisation.</li> <li>Develops executive leadership skills and broadens and deepens their industry or business knowledge.</li> </ul>
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				<p>principles to realise business benefits aligned to the organisational strategy.</p> <ul style="list-style-type: none"><li>▪ Communicates authoritatively at all levels across the organisation to both technical and non-technical audiences articulating business objectives.</li><li>▪ Learning and professional development — takes the initiative to advance own skills and leads the development of skills required in their area of accountability.</li><li>▪ 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.</li></ul>	
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<b>7. Set strategy, inspire, mobilise</b>	<ul style="list-style-type: none"> <li>▪ At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application.</li> <li>▪ Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inspires the organisation, and influences developments within the industry at the highest levels.</li> <li>▪ Makes decisions critical to organisational success.</li> <li>▪ Develops long-term strategic relationships with customers, partners, industry leaders and government.</li> <li>▪ Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Applies the highest level of leadership to the formulation and implementation of strategy.</li> <li>▪ Performs extensive strategic leadership in delivering business value through vision, governance and executive management.</li> <li>▪ Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has a full range of strategic management and leadership skills.</li> <li>▪ 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.</li> <li>▪ Establishes governance to address business risk.</li> <li>▪ Ensures proposals align with the strategic direction of the organisation.</li> <li>▪ Fosters a learning and growth culture across the organisation.</li> <li>▪ Assess the impact of legislation and actively promotes compliance and inclusivity.</li> <li>▪ Advances the knowledge and/or exploitation of technology within one or more organisations.</li> <li>▪ Champions creativity and innovation in driving strategy development to enable business opportunities.</li> <li>▪ Communicates persuasively and convincingly across</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.</li> </ul>
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				<p>own organisation, industry and government to audiences at all levels.</p> <ul style="list-style-type: none"> <li>▪ Learning and professional development — ensures that the organisation develops and mobilises the full range of required skills and capabilities.</li> <li>▪ Security, privacy and ethics — provides clear direction and strategic leadership for the implementation of working practices and culture throughout the organisation.</li> </ul>	
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