



G-Cloud 360 Defence (UK) Limited

Skills Framework for the Information Age Rate Card

SFIA 8 Definitions, 2024 Rate card and Volume Discounts



Skills For the Information Age (SFIA) Definitions and rate card

Standard rate card

	Strategy and architecture	Business change	Solution development and implementation	Service management	Procurement and management support	Client interface
1. Follow	N/A	N/A	N/A	N/A	N/A	N/A
2. Assist	N/A	N/A	N/A	N/A	N/A	N/A
3. Apply	N/A	N/A	N/A	N/A	N/A	N/A
4. Enable	£850	£850	£850	£850	£850	£850
5. Ensure or advise	£875	£875	£875	£875	£875	£875
6. Initiate or influence	£925	£925	£925	£925	£925	£925
7. Set strategy or inspire	£999	£999	£999	£999	£999	£999

Note for further information on SFIA see <https://sfia-online.org/en/sfia-8>



Standards for consultancy day rate cards

- **Consultant's working day:** 8 hours exclusive of travel and lunch
- **Working week:** Monday to Friday excluding national holidays
- **Office hours:** 09:00am to 18:00 Monday to Friday
- **Travel, mileage subsistence:** To be agreed in writing between the Supplier (360 Defence) and Client
- **Mileage:** To be agreed in writing between the Supplier and Client (based on HMRC rates)
- **Professional indemnity insurance:** included in day rate



Level definitions

	Autonomy	Influence	Complexity	Business skills	Knowledge
Level 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 contributes 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 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. 	<ul style="list-style-type: none"> Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers, and partners. 	<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 	<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. 	<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



	Autonomy	Influence	Complexity	Business skills	Knowledge
	<ul style="list-style-type: none"> Plans own work within short time horizons. 	<ul style="list-style-type: none"> Aware of need to collaborate with team and represent users/customer needs. 	<ul style="list-style-type: none"> ways to approach a task. 	<ul style="list-style-type: none"> 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"> systematically and applies it effectively.
Level 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 	<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. 	<ul style="list-style-type: none"> Performs a range of work, sometimes complex and non-routine, 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 	<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.

	Autonomy	Influence	Complexity	Business skills	Knowledge
	others where applicable) competently within limited deadlines.	<ul style="list-style-type: none"> Contributes fully to the work of teams by appreciating how own role relates to other roles. 		<p>and skills by identifying and negotiating appropriate development opportunities.</p> <ul style="list-style-type: none"> Security, privacy, and ethics — demonstrates appropriate working practices and knowledge in non-routine work. Appreciates how own role and others support appropriate working practices. 	
Level 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 	<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 	<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 	<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.

	Autonomy	Influence	Complexity	Business skills	Knowledge
	<p>their framework of accountability.</p> <ul style="list-style-type: none"> Plans, schedules, and monitors work to meet given objectives and processes to time and quality targets. 	<p>met throughout the deliverable/scope of work.</p> <ul style="list-style-type: none"> Facilitates collaboration between stakeholders who share common objectives. Participates in external activities related to own specialism. 		<p>applications for their role and evaluates and supports the use of new technologies and digital tools.</p> <ul style="list-style-type: none"> 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. Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. Contributes to the development of others. Security, privacy, and ethics — fully understands the importance and application to own work and the operation of the organisation. 	

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				<ul style="list-style-type: none"> Engages or works with specialists as necessary. 	
Level 5 Ensure, 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 	<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 	<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.



	Autonomy	Influence	Complexity	Business skills	Knowledge
		<p>relationships across the organisation and with customers, suppliers, and partners.</p> <ul style="list-style-type: none"> Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives. 		<p>organisational impact of new technologies and digital services.</p> <ul style="list-style-type: none"> 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. 	

	Autonomy	Influence	Complexity	Business skills	Knowledge
Level 6 Initiate, 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 	<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.

	Autonomy	Influence	Complexity	Business skills	Knowledge
				<p>to the organisational strategy.</p> <ul style="list-style-type: none"> 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. 	
Level 7 Set strategy, inspire, mobilise	<ul style="list-style-type: none"> Has defined authority and accountability for actions and decisions within a significant area of work, including technical, 	<ul style="list-style-type: none"> Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers, and partners at senior 	<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. 	<ul style="list-style-type: none"> Demonstrates leadership in organisational management. Understands and communicates industry developments, and the role and impact of technology. 	<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



	Autonomy	Influence	Complexity	Business skills	Knowledge
	<p>financial, and quality aspects.</p> <ul style="list-style-type: none"> Establishes organisational objectives and assigns responsibilities. 	<p>management level, including industry leaders.</p> <ul style="list-style-type: none"> 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"> 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"> 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 	<p>bodies of knowledge in own organisation.</p> <ul style="list-style-type: none"> Develops executive leadership skills and broadens and deepens their industry or business knowledge.

	Autonomy	Influence	Complexity	Business skills	Knowledge
				<p>articulating business objectives.</p> <ul style="list-style-type: none"> • 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. 	

Note for further information on SFIA levels and responsibilities see <https://sfia-online.org/en/sfia-8/responsibilities>



Volume discounts

Discounted rates apply to each individual period of engagement and are per resource. Discounts will only apply based on total number of units invoiced.

Units	Discount
0-40	0%
41 to 120	5%
120+	10%

1. Unit based pricing is per day.
2. 360 Defence SFIA 8 Definitions & Rate Card in sections above for base charges and fees
3. We offer sector-based discounts (on application) to UK Educational and Registered charity legal entities.
4. We do not offer any other Combination or Sector-based discounts other than noted in item 3 above.