



# G-Cloud 14 SFIA

## mhance Consultancy & Support Services

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## 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	£1100	£1100	£1100	£1100	£1100	£1100
2. Assist	£1100	£1100	£1100	£1100	£1100	£1100
3. Apply	£1150	£1150	£1150	£1150	£1150	£1150
4. Enable	£1200	£1200	£1200	£1200	£1200	£1200
5. Ensure or advise	£1250	£1250	£1250	£1250	£1250	£1250
6. Initiate or influence	£1250	£1250	£1250	£1250	£1250	£1250
7. Set strategy or inspire	£1300	£1300	£1300	£1300	£1300	£1300

### Standards for consultancy day rate cards

- Standard working day:
  - 7.5 hours exclusive of travel and lunch.
  - During office hours: 09:00 to 17:30 Monday to Friday.
  - During a working week: Monday to Friday excluding public holidays.
- Travel and subsistence: All prices are exclusive of reasonably and necessarily incurred expenses.
- Mileage: 50p per mile
- Professional Indemnity Insurance: Included in day rate.
- All prices are exclusive of VAT.



## Level definitions

	<b>Autonomy</b>	<b>Influence</b>	<b>Complexity</b>	<b>Business skills</b>
<b>1. Follow</b>	<p>Works under close supervision.</p> <p>Uses little discretion.</p> <p>Is expected to seek guidance in expected situations.</p>	<p>Interacts with immediate colleagues.</p>	<p>Performs routine activities in a structured environment.</p> <p>Requires assistance in resolving unexpected problems.</p>	<ul style="list-style-type: none"> <li>- uses basic information systems and technology functions, applications, and processes</li> <li>- demonstrates an organised approach to work</li> <li>- learns new skills and applies newly acquired knowledge</li> <li>- has basic oral and written communication skills</li> <li>- contributes to identifying own development opportunities</li> </ul>
<b>2. Assist</b>	<p>Works under routine supervision.</p> <p>Uses minor discretion in resolving problems or enquiries.</p> <p>Works without frequent reference to others.</p>	<p>Interacts with and may influence immediate colleagues.</p> <p>May have some external contact with customers and suppliers.</p> <p>May have more influence in own domain.</p>	<p>Performs a range of varied work activities in a variety of structured environments.</p>	<ul style="list-style-type: none"> <li>- understands and uses appropriate methods, tools and applications.</li> <li>- demonstrates a rational and organised approach to work</li> <li>- is aware of health and safety issues. Identifies and negotiates own development opportunities</li> <li>- has sufficient communication skills for effective dialogue with colleagues. Is able to work in a team</li> <li>- is able to plan, schedule and monitor own work within short time horizons</li> <li>- absorbs technical information when it is presented systematically and applies it effectively</li> </ul>
<b>3. Apply</b>	<p>Works under general supervision.</p> <p>Uses discretion in identifying and resolving complex problems and assignments.</p> <p>Usually receives specific instructions and has work reviewed at frequent milestones.</p>	<p>Interacts with and influences department/project team members.</p> <p>May have working level contact with customers and suppliers.</p> <p>In predictable and structured areas may supervise others.</p> <p>Makes decisions which may impact on the work</p>	<p>Performs a broad range of work, sometimes complex and non-routine, in a variety of environments.</p>	<ul style="list-style-type: none"> <li>- understands and uses appropriate methods, tools and applications.</li> <li>- demonstrates an analytical and systematic approach to problem solving</li> <li>- takes the initiative in identifying and negotiating appropriate development opportunities.</li> <li>- demonstrates effective communication skills.</li> <li>- contributes fully to the work of teams</li> <li>- plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation and procedures</li> <li>- absorbs and applies technical information</li> <li>- works to required standards</li> <li>- understands and uses appropriate methods, tools and applications</li> <li>- appreciates the wider field of information systems, and how own role relates to other roles and</li> </ul>



	<b>Autonomy</b>	<b>Influence</b>	<b>Complexity</b>	<b>Business skills</b>
	Determines when issues should be escalated to a higher level.	assigned to individuals or phases of projects.		to the business of the employer or client
<b>4. Enable</b>	<p>Works under general direction within a clear framework of accountability.</p> <p>Exercises substantial personal responsibility and autonomy.</p> <p>Plans own work to meet given objectives and processes.</p>	<p>Influences team and specialist peers internally.</p> <p>Influences customers at account level and suppliers.</p> <p>Has some responsibility for the work of others and for the allocation of resources.</p> <p>Participates in external activities related to own specialism.</p> <p>Makes decisions which influence the success of projects and team objectives.</p>	<p>Performs a broad range of complex technical or professional work activities, in a variety of contexts.</p>	<ul style="list-style-type: none"> <li>- selects appropriately from applicable standards, methods, tools and applications. Demonstrates an analytical and systematic approach to problem solving</li> <li>- communicates fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences</li> <li>- facilitates collaboration between stakeholders who share common objectives</li> <li>- plans, schedules and monitors work to meet time and quality targets and in accordance with relevant legislation and procedures.</li> <li>- rapidly absorbs new technical information and applies it effectively</li> <li>- has a good appreciation of the wider field of information systems, their use in relevant employment areas and how they relate to the business activities of the employer or client.</li> <li>- maintains an awareness of developing technologies and their application and takes some responsibility for personal development</li> </ul>
<b>5. Ensure or advise</b>	<p>Works under broad direction.</p> <p>Is fully accountable for own technical work and/or project/ supervisory responsibilities.</p>	<p>Influences organisation, customers, suppliers and peers within industry on the contribution of own specialism.</p> <p>Has significant responsibility for the work of others</p>	<p>Performs a challenging range and variety of complex technical or professional work activities.</p> <p>Undertakes work which requires the</p>	<ul style="list-style-type: none"> <li>- advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives</li> <li>- analyses, diagnoses, designs, plans, execute and evaluates work to time, cost and quality targets</li> <li>- communicates effectively, formally and informally, with colleagues, subordinates and customers</li> <li>- demonstrates leadership</li> <li>- facilitates collaboration between stakeholders who have diverse objectives</li> <li>- understands the relevance of own area of responsibility or</li> </ul>



	<b>Autonomy</b>	<b>Influence</b>	<b>Complexity</b>	<b>Business skills</b>
	<p>Receives assignments in the form of objectives.</p> <p>Establishes own milestones and team objectives, and delegates responsibilities.</p> <p>Work is often self-initiated.</p>	<p>and for the allocation of resources.</p> <p>Makes decisions which impact on the success of assigned projects i.e. results, deadlines and budget.</p> <p>Develops business relationships with customers.</p>	<p>application of fundamental principles in a wide and often unpredictable range of contexts.</p> <p>Understands the relationship between own specialism and wider customer or organisational requirements.</p>	<p>specialism to the employing organisation</p> <ul style="list-style-type: none"> <li>- takes customer requirements into account when making proposals</li> <li>- takes initiative to keep skills up to date. Mentors more junior colleagues</li> <li>- maintains an awareness of developments in the industry</li> <li>- analyses requirements and advises on scope and options for operational improvement</li> <li>- demonstrates creativity and innovation in applying solutions for the benefit of the customer</li> </ul>
<b>6. Initiate or influence</b>	<p>Has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects.</p> <p>Establishes organisational objectives and delegates responsibilities</p> <p>Is accountable for actions and decisions taken by self and subordinates.</p>	<p>Influences policy formation on the contribution of own specialism to business objectives.</p> <p>Influences a significant part of own organisation and influences customers and suppliers and industry at senior management level.</p> <p>Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.</p>	<p>Performs highly complex work activities covering technical, financial and quality aspects.</p> <p>Contributes to the formulation of IT strategy.</p> <p>Creatively applies a wide range of technical and/or management principles.</p>	<ul style="list-style-type: none"> <li>- absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk</li> <li>- understands the implications of new technologies</li> <li>- demonstrates clear leadership and the ability to influence and persuade</li> <li>- has a broad understanding of all aspects of IT and deep understanding of own specialism(s).</li> <li>- understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation</li> <li>- takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry</li> </ul>



	<b>Autonomy</b>	<b>Influence</b>	<b>Complexity</b>	<b>Business skills</b>
		Develops high-level relationships with customers, suppliers and industry leaders.		
<b>7. Set Strategy and inspire</b>	<p>Has authority and responsibility for all aspects of a significant area of work, including policy formation and application.</p> <p>Is fully accountable for actions taken and decisions made, both by self and subordinates</p>	<p>Makes decisions critical to organisational success.</p> <p>Influences developments within the IT industry at the highest levels.</p> <p>Advances the knowledge and/or exploitation of IT within one or more organisations.</p> <p>Develops long-term strategic relationships with customers and industry leaders.</p>	<p>Leads on the formulation and application of strategy.</p> <p>Applies the highest level of management and leadership skills.</p> <p>Has a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment.</p>	<ul style="list-style-type: none"> <li>- has a full range of strategic management and leadership skills</li> <li>- understands, explains and presents complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner</li> <li>- has a broad and deep IT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that use and exploit IT</li> <li>- communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies</li> <li>- assesses the impact of legislation, and actively promotes compliance</li> <li>- takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in IT in own area(s) of expertise.</li> </ul>

