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# Waterstons SFIA Rate Card

## GCloud 14 (RM1557.14)

May 2024

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

To enable Waterstons to offer our clients market competitive rates against industry standard definitions we have adopted the Skills Framework for the Information Age (SFIA).

SFIA is a model for describing and managing skills and competencies for professionals working in information and communications technology, software engineering, and digital transformation. It is a global common language for describing skills and competencies in the digital world.

SFIA was first published in 2000, created by a consortium of many organizations, spearheaded by the British Computer Society. Since its first publication, SFIA has been regularly refreshed and updated every 3 years to reflect the evolving needs of international industry and business.

The following rates and definition are based on SFIA Version 8.0.

### 1.1.1 Competency based rate card (£)

| | Strategy & architecture (a) | Change & Transformation (b) | Development & Implementation (c) | Delivery & Operation (d) | People & Skills (e) | Relationships & Engagement (f) |
|---|---|---|---|---|---|---|
| **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** | 875 | 875 | 875 | 875 | n/a | n/a |
| **4. Enable** | 1090 | 985 | 985 | 875 | n/a | n/a |
| **5. Ensure or advise** | 1260 | 1150 | 1150 | 1150 | n/a | n/a |
| **6. Initiate or influence** | 1550 | 1550 | 1440 | 1300 | n/a | n/a |
| **7. Set strategy or inspire** | 1875 | 1875 | 1625 | 1625 | n/a | n/a |

Area highlighted in red is where 95% of consultancy work will sit for Waterstons. Exercises outside of the red area will be defined on an ad-hoc basis.

### 1.1.2 Standards for consultancy day rate cards

- **Consultant's working day:** 7.5 hours exclusive of travel and lunch
- **Working week:** Monday to Friday excluding national holidays
- **Office hours:** 8:00am to 6:00pm Monday to Friday
- **Travel, mileage subsistence**: Charged at cost and subject to location of suitable resource
- **VAT**: rates are exclusive of VAT which will be charged at the prevailing rate
- **Inflation:** Rates are correct at the time of publishing and will be subject to periodic review (at least once a year) for inflationary and market raises
- **Out of hours rate:** 1.5x the standard cost of the consultancy
- **Emergency response:** Hourly rate of £300

## 1.2 Rate Card Guidance

### 1.2.1 APPENDIX 1 - Industry standard full level definitions

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| **1. Follow** | Works under close supervision.<br><br>No autonomy to make decision. Regular catch ups throughout the day.<br><br>Is expected to seek guidance in expected situations. | Interacts with immediate colleagues. One department not cutting across business functions. | Performs routine activities in a structured environment.<br><br>Executes simple processes limited to own area. Requires assistance in resolving unexpected problems. | - uses basic information systems and technology functions, applications, and processes<br>- demonstrates an organised approach to work<br>- learns new skills and applies newly acquired knowledge<br>- has basic oral and written communication skills<br>- contributes to identifying own development opportunities |
| **2. Assist** | Works under routine supervision.<br><br>Uses minor discretion in resolving problems or enquiries. Very little autonomy. Completes discrete tasks and then seeks further instruction. | Interacts with and may influence immediate colleagues. Mainly working within one team. Interacts mainly with peers in the department or their line manager. | Performs a range of varied work activities in a variety of structured environments. | - understands and uses appropriate methods, tools and applications.<br>- demonstrates a rational and organised approach to work<br>- is aware of health and safety issues. Identifies and negotiates own development opportunities<br>- has sufficient communication skills for effective dialogue with colleagues. Is able to work in a team<br>- is able to plan, schedule and monitor own work within short time horizons |

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| | Regular catch ups throughout the day.<br><br>Needs to ask others for guidance if something unexpected occurs. | May have some external contact with customers and suppliers.<br><br>May have more influence in own domain. | | - absorbs technical information when it is presented systematically and applies it effectively |
| **3. Apply** | Works under general supervision. At least daily instruction of tasks.<br><br>Uses discretion in identifying and resolving complex problems and assignments. Know when escalation is needed and where to escalate to.<br><br>Usually receives specific instructions and has work reviewed at frequent milestones. | Interacts with and influences department/project team members.<br><br>May have working level contact with customers and suppliers.<br><br>In predictable and structured areas may supervise others.<br><br>Makes decisions which may impact on the work | Performs a broad range of work, sometimes complex and non-routine, in a variety of environments. | - understands and uses appropriate methods, tools and applications.<br>- demonstrates an analytical and systematic approach to problem solving<br>- takes the initiative in identifying and negotiating appropriate development opportunities.<br>- demonstrates effective communication skills.<br>- contributes fully to the work of teams<br>- plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation and procedures<br>- absorbs and applies technical information<br>- works to required standards<br>- understands and uses appropriate methods, tools and applications |

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| | Determines when issues should be escalated to a higher level. | assigned to individuals or phases of projects. | | - appreciates the wider field of information systems, and how own role relates to other roles and to the business of the employer or client |
| **4. Enable** | Works under general direction within a clear framework of accountability. Knows when to seek support.<br><br>Is part of a project team on larger more complex project. May be able to lead less complex projects or projects where only they are required.<br><br>Exercises substantial personal responsibility and autonomy.<br><br>Plans own work to meet given objectives and processes. | Influences team and specialist peers internally. Influences customers at account level and suppliers.<br><br>Has some responsibility for the work of others and for the allocation of resources.<br><br>Participates in external activities related to own specialism.<br><br>Makes decisions which influence the success of projects and team objectives. | Performs a broad range of complex technical or professional work activities, in a variety of contexts. | - selects appropriately from applicable standards, methods, tools and applications. Demonstrates an analytical and systematic approach to problem solving<br>- Good standard of communication skill. rally and in writing, and can present complex technical information to both technical and non-technical audiences<br>- Get the right people involve in a project from both client and Waterstons.<br>- plans, schedules and monitors work to meet time and quality targets and in accordance with relevant legislation and procedures.<br>- rapidly absorbs new technical information and applies it effectively<br>- 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.<br>- maintains an awareness of developing technologies and their application and takes some |

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| | | | | responsibility for personal development |
| **5. Ensure or advise** | Works under broad direction.<br><br>Is fully accountable for own technical work and/or project/ supervisory responsibilities.<br><br>Receives assignments in the form of objectives.<br><br>Establishes own milestones and team objectives, and delegates responsibilities.<br><br>Deals directly with the client and scopes medium complexity work where the | Influences organisation, customers, suppliers and peers within industry on the contribution of own specialism.<br><br>Has significant responsibility for the work of others and for the allocation of resources.<br><br>Makes decisions which impact on the success of assigned projects i.e. results, deadlines and budget.<br><br>Develops business relationships with customers. Manages relationships with clients. | Performs a challenging range and variety of complex technical or professional work activities.<br><br>Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts.<br><br>Understands the relationship between own specialism and wider customer or organisational requirements. | - advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives<br>- analyses, diagnoses, designs, plans, execute and evaluates work to time, cost and quality targets<br>- communicates effectively, formally and informally, with colleagues, wider team's and customers<br>- demonstrates leadership<br>- facilitates collaboration between stakeholders who have diverse objectives<br>- understands the relevance of own area of responsibility or specialism to the employing organisation<br>- takes customer requirements into account when making proposals<br>- takes initiative to keep skills up to date. Mentors more junior colleagues<br>- maintains an awareness of developments in the industry<br>- analyses requirements and advises on scope and options for operational improvement |

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| | client has a clear idea of expected outcomes.. | | | - demonstrates creativity and innovation in applying solutions for the benefit of the customer |
| **6. Initiate or influence** | Has defined authority and responsibility for a significant area of work, including technical/specialist, financial and quality aspects.<br><br>Establishes organisational objectives and delegates responsibilities<br><br>Is accountable for actions and decisions taken by self and project team | Influences policy formation on the contribution of own specialism to business objectives.<br><br>Influences a significant part of own organisation and influences customers and suppliers and industry at senior management level.<br><br>Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.<br><br>Develops high-level relationships with customers, suppliers and industry leaders. | Performs highly complex work activities covering technical, financial and quality aspects.<br><br>Contributes to the formulation of IT strategy<br><br>Creatively applies a wide range of technical and/or management principles.<br><br>Translates ambiguous requirements into projects where the client does not have a clear path defined. | - absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk<br>- understands the implications of new technologies<br>- demonstrates clear leadership and the ability to influence and persuade<br>- has a broad understanding of all aspects of IT and deep understanding of own specialism(s).<br>- understands and communicates the role and impact of IT/business problems in the employing organisation and promotes compliance with relevant legislation<br>- takes the initiative to keep both own and team skills up to date and to maintain an awareness of developments in the IT industry or relevant field of work. |

| | Autonomy | Influence | Complexity | Business skills |
|---|---|---|---|---|
| | | | | |

| | | | | |
|---|---|---|---|---|
| **7. Set Strategy and inspire** | Has authority and responsibility for all aspects of a significant area of work, including policy formation and application.<br><br>Is fully accountable for delivery of complex programmes of work<br><br>actions taken and decisions made, both by self and team | Makes decisions critical to organisational success. Influences developments within the IT industry/area specialist/sector at the highest levels.<br><br>Advances the knowledge and/or exploitation of IT and business within one or more organisations.<br><br>Develops long-term strategic relationships with customers and industry leaders. | Leads on the formulation and application of strategy.<br><br>Translates business strategy to IT strategy<br><br>Applies the highest level of management and leadership skills.<br><br>Has a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment.<br><br>Sector specialist | - has a full range of strategic management and leadership skills<br>- 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<br>- 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<br>- communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies<br>- assesses the impact of legislation, and actively promotes compliance<br>- takes the initiative to keep both own and wider team's skills up to date and to maintain an awareness of developments in IT in own area(s) of expertise. |

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# SFIA 8 Summary Chart

The global skills and competency framework for the digital world

## Strategy and architecture

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Strategy and planning** | | | | | | | | |
| Strategic planning | ITSP | | | | | 5 | 6 | 7 |
| Information systems coordination | ISCO | | | | | | 6 | 7 |
| Information management | IRMG | | | | 4 | 5 | 6 | 7 |
| Enterprise and business architecture | STPL | | | | | 5 | 6 | 7 |
| Solution architecture | ARCH | | | | 4 | 5 | 6 | |
| Innovation | INOV | | | | | 5 | 6 | 7 |
| Emerging technology monitoring | EMRG | | | | 4 | 5 | 6 | |
| Research | RSCH | | 2 | 3 | 4 | 5 | 6 | |
| Demand management | DEMM | | | | | 5 | 6 | |
| Investment appraisal | INVA | | | | 4 | 5 | 6 | |
| Financial management | FMIT | | | | 4 | 5 | 6 | |
| Measurement | MEAS | | | 3 | 4 | 5 | 6 | |
| Sustainability | SUST | | | | 4 | 5 | 6 | |
| Continuity management | COPL | | 2 | 3 | 4 | 5 | 6 | |
| **Security and privacy** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Information security | SCTY | | | 3 | 4 | 5 | 6 | 7 |
| Information assurance | INAS | | | 3 | 4 | 5 | 6 | 7 |
| Personal data protection | PEDP | | | | | 5 | 6 | |
| Vulnerability research | VURE | | | 3 | 4 | 5 | 6 | |
| Threat intelligence | THIN | | 2 | 3 | 4 | 5 | 6 | |
| **Governance, risk and compliance** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Governance | GOVN | | | | | | 6 | 7 |
| Risk management | BURM | | | 3 | 4 | 5 | 6 | 7 |
| Audit | AUDT | | | 3 | 4 | 5 | 6 | 7 |
| Quality management | QUMG | | | 3 | 4 | 5 | 6 | 7 |
| Quality assurance | QUAS | | | 3 | 4 | 5 | 6 | |
| **Advice and guidance** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Consultancy | CNSL | | | | 4 | 5 | 6 | 7 |
| Specialist advice | TECH | | | | 4 | 5 | 6 | |
| Methods and tools | METL | | | 3 | 4 | 5 | 6 | |

## Change and transformation

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Change implementation** | | | | | | | | |
| Portfolio management | POMG | | | | | 5 | 6 | 7 |
| Programme management | PGMG | | | | | | 6 | 7 |
| Project management | PRMG | | | | 4 | 5 | 6 | 7 |
| Portfolio, programme and project support | PROF | | 2 | 3 | 4 | 5 | 6 | |
| **Change analysis** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Business situation analysis | BUSA | | | 3 | 4 | 5 | 6 | |
| Feasibility assessment | FEAS | | | 3 | 4 | 5 | 6 | |
| Requirements definition and management | REQM | | 2 | 3 | 4 | 5 | 6 | |
| Business modelling | BSMO | | 2 | 3 | 4 | 5 | 6 | |
| Acceptance testing | BPTS | | 2 | 3 | 4 | 5 | 6 | |
| **Change planning** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Business process improvement | BPRE | | | | | 5 | 6 | 7 |
| Organisational capability development | OCDV | | | | | 5 | 6 | 7 |
| Organisation design and implementation | ORDI | | | | 4 | 5 | 6 | 7 |
| Organisational change management | CIPM | | | 3 | 4 | 5 | 6 | |
| Benefits management | BENM | | | | | 5 | 6 | |

## Development and implementation

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Systems development** | | | | | | | | |
| Product management | PROD | | | 3 | 4 | 5 | 6 | |
| Systems development management | DLMG | | | | | 5 | 6 | 7 |
| Systems and software life cycle engineering | SLEN | | | | 4 | 5 | 6 | 7 |
| Systems design | DESN | | | 3 | 4 | 5 | 6 | |
| Software design | SWDN | | 2 | 3 | 4 | 5 | 6 | |
| Network design | NTDS | | | 3 | 4 | 5 | 6 | |
| Hardware design | HWDE | | | 3 | 4 | 5 | 6 | |
| Programming/software development | PROG | | 2 | 3 | 4 | 5 | 6 | |
| Systems integration and build | SINT | | 2 | 3 | 4 | 5 | 6 | |
| Testing | TEST | 1 | 2 | 3 | 4 | 5 | 6 | |
| Software configuration | PORT | | | 3 | 4 | 5 | 6 | |
| Real-time/embedded systems development | RESD | | 2 | 3 | 4 | 5 | 6 | |
| Safety engineering | SFEN | | | 3 | 4 | 5 | 6 | |
| Safety assessment | SFAS | | | | 4 | 5 | 6 | |
| Radio frequency engineering | RFEN | | 2 | 3 | 4 | 5 | 6 | |
| Animation development | ADEV | | | 3 | 4 | 5 | 6 | |
| **Data and analytics** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Data management | DATM | | | | 4 | 5 | 6 | |
| Data modelling and design | DTAN | | 2 | 3 | 4 | 5 | | |
| Database design | DBDS | | | 3 | 4 | 5 | | |
| Data engineering | DENG | | 2 | 3 | 4 | 5 | 6 | |
| Database administration | DBAD | | 2 | 3 | 4 | 5 | | |
| Data science | DATS | | 2 | 3 | 4 | 5 | 6 | 7 |
| Machine learning | MLNG | | 2 | 3 | 4 | 5 | 6 | |
| Business intelligence | BINT | | 2 | 3 | 4 | 5 | | |
| Data visualisation | VISL | | | 3 | 4 | 5 | | |
| **User experience** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| User research | URCH | | | 3 | 4 | 5 | 6 | |
| User experience analysis | UNAN | | | 3 | 4 | 5 | | |
| User experience design | HCEV | | | 3 | 4 | 5 | 6 | |
| User experience evaluation | USEV | | 2 | 3 | 4 | 5 | 6 | |
| **Content management** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Content authoring | INCA | 1 | 2 | 3 | 4 | 5 | 6 | |
| Content publishing | ICPM | 1 | 2 | 3 | 4 | 5 | 6 | |
| Knowledge management | KNOW | | 2 | 3 | 4 | 5 | 6 | 7 |
| **Computational science** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Scientific modelling | SCMO | | | | 4 | 5 | 6 | 7 |
| Numerical analysis | NUAN | | | | 4 | 5 | 6 | 7 |
| High-performance computing | HPCC | | | | 4 | 5 | 6 | 7 |

## Relationships and engagement

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Stakeholder management** | | | | | | | | |
| Sourcing | SORC | | 2 | 3 | 4 | 5 | 6 | 7 |
| Supplier management | SUPP | | 2 | 3 | 4 | 5 | 6 | 7 |
| Contract management | ITCM | | | 3 | 4 | 5 | 6 | |
| Stakeholder relationship management | RLMT | | | | 4 | 5 | 6 | 7 |
| Customer service support | CSMG | 1 | 2 | 3 | 4 | 5 | 6 | |
| Business administration | ADMN | 1 | 2 | 3 | 4 | 5 | 6 | |
| **Sales and marketing** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Marketing | MKTG | | 2 | 3 | 4 | 5 | 6 | |
| Selling | SALE | | | 3 | 4 | 5 | 6 | |
| Sales support | SSUP | 1 | 2 | 3 | 4 | 5 | 6 | |

## Delivery and operation

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Technology management** | | | | | | | | |
| Technology service management | ITMG | | | | | 5 | 6 | 7 |
| Application support | ASUP | | 2 | 3 | 4 | 5 | | |
| IT infrastructure | ITOP | 1 | 2 | 3 | 4 | 5 | | |
| System software | SYSP | | | 3 | 4 | 5 | | |
| Network support | NTAS | | 2 | 3 | 4 | 5 | | |
| Systems installation and removal | HSIN | 1 | 2 | 3 | 4 | 5 | | |
| Configuration management | CFMG | | 2 | 3 | 4 | 5 | 6 | |
| Release and deployment | RELM | | | 3 | 4 | 5 | 6 | |
| Storage management | STMG | | | 3 | 4 | 5 | 6 | |
| Facilities management | DCMA | | | 3 | 4 | 5 | 6 | |
| **Service management** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Service level management | SLMO | | 2 | 3 | 4 | 5 | 6 | 7 |
| Service catalogue management | SCMG | | | 3 | 4 | 5 | | |
| Availability management | AVMT | | | | 4 | 5 | 6 | |
| Capacity management | CPMG | | | | 4 | 5 | 6 | |
| Incident management | USUP | | 2 | 3 | 4 | 5 | | |
| Problem management | PBMG | | | 3 | 4 | 5 | | |
| Change control | CHMG | | 2 | 3 | 4 | 5 | 6 | |
| Asset management | ASMG | | 2 | 3 | 4 | 5 | 6 | |
| Service acceptance | SEAC | | | | 4 | 5 | 6 | |
| **Security services** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Security operations | SCAD | 1 | 2 | 3 | 4 | 5 | 6 | |
| Vulnerability assessment | VUAS | | 2 | 3 | 4 | 5 | | |
| Digital forensics | DGFS | | | 3 | 4 | 5 | 6 | |
| Penetration testing | PENT | | | 3 | 4 | 5 | 6 | |

## People and skills

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **People management** | | | | | | | | |
| Performance management | PEMT | | | | 4 | 5 | 6 | |
| Employee experience | EEXP | | | | 4 | 5 | 6 | |
| Organisational facilitation | OFCL | | | | 4 | 5 | 6 | |
| Professional development | PDSV | | | | 4 | 5 | 6 | |
| Workforce planning | WFPL | | | | 4 | 5 | 6 | |
| Resourcing | RESC | | | 3 | 4 | 5 | 6 | |
| **Skills management** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Learning and development management | ETMG | | | 3 | 4 | 5 | 6 | 7 |
| Learning design and development | TMCR | | | 3 | 4 | 5 | | |
| Learning delivery | ETDL | | 2 | 3 | 4 | 5 | | |
| Competency assessment | LEDA | | | 3 | 4 | 5 | 6 | |
| Certification scheme operation | CSOP | | 2 | 3 | 4 | 5 | 6 | |
| Teaching | TEAC | | 2 | 3 | 4 | 5 | 6 | 7 |
| Subject formation | SUBF | | | | 4 | 5 | 6 | 7 |

## Levels of responsibility

The SFIA Framework describes seven levels of increasing responsibility, accountability and impact from Level 1, the lowest, to Level 7, the highest.

Each of the seven levels is labelled with a guiding phrase to summarise the level of responsibility.

Level 1 - Follow
Level 2 - Assist
Level 3 - Apply
Level 4 - Enable
Level 5 - Ensure, advise
Level 6 - Initiate, influence
Level 7 - Set strategy, inspire, mobilise



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