



# Skills For the Information Age

**SFIA Rate Card - GCloud 14**

	Strategy and Architecture	Change and Transformation	Development and Implementation	Delivery and Operation	People and Skills	Relationships and Engagement
1. Follow	-	-	£375-00	£375-00	-	-
2. Assist	-	£530-00	£530-00	£530-00	£530-00	-
3. Apply	£660-00	£660-00	£660-00	£660-00	£660-00	£660-00
4. Enable	£830-00	£830-00	£830-00	£830-00	£830-00	£830-00
5. Ensure or Advise	£1000-00	£1000-00	£1000-00	£1000-00	£1000-00	£1000-00
6. Initiate or Influence	£1350-00	£1350-00	£1350-00	£1350-00	£1350-00	£1350-00
7. Set Strategy or Inspire	£1750-00	£1750-00	£1750-00	£1750-00	£1750-00	£1750-00

- Resources using this rate card may work on client site or remote as mutually agreed with the client
- The Consultant's working day is 8 hours, including lunch, but exclusive of travel
- The working week is Monday to Friday, excluding National Holidays
- Office hours are 09h00 to 17h00, Monday to Friday
- Travel is included in the day rate within the M25. All other travel is payable at cost, charged to the client monthly in arrears
- Professional indemnity insurance is included in the day rate
- All rates exclude VAT at the prevailing rate, chargeable at time of invoice

## Level 1 Follow

### Autonomy

Works under close direction. Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.

### Influence

Minimal Influence. May work alone or interact with immediate colleagues.

### Complexity

Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.

### Business Skills

Has adequate communication skills for working with colleagues, is able to use fundamental systems, tools, and processes, and has the necessary digital skills for their job. They are organised in their work, proactive in their learning and professional growth, and adhere to the organisation's standards for security, privacy, and ethics.

### Knowledge

Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.

## Level 2 Assist

### Autonomy

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.

### Influence

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..

### Complexity

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.

### Business Skills

Is capable of effectively communicating with colleagues and internal clients. They are proficient in the use of relevant methods, tools, and procedures. Their work approach is logical and methodical, and they possess the digital competencies required for their role. They actively seek and negotiate opportunities for their own professional growth and are fully cognisant of, and act in accordance with, standards related to security, privacy, and ethics in their work.

### Knowledge

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.

## Level 3 Apply

### Autonomy

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.

### Influence

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.

### Complexity

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.

### Business Skills

Communicates effectively with all stakeholders, adeptly applies relevant methods and technology, and takes a logical, well-judged approach to work. They are adept with digital tools and keen to enhance these skills in relation to their role. The person takes initiative in their professional growth by identifying and pursuing new learning opportunities. Additionally, they are committed to upholding standards of security, privacy, and ethics, particularly in complex tasks, recognising the significance of such practices personally and collectively.

### Knowledge

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 4 Enable

### Autonomy

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.

### Influence

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.

### Complexity

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.

### Business Skills

Is an adept communicator, able to articulate complex concepts to both experts and laypersons. They can discern and evaluate the impact of changes in their area of expertise, which includes standards, methods, tools, applications, and processes. They are aware of potential risks and employ an analytical approach to their work. The person leverages applications to their fullest potential and is supportive of new digital technologies. They provide their expert knowledge to aid in defining requirements for proposals and share their expertise to assist others. In terms of learning and development, they are proactive, both in advancing their own skills and in facilitating the growth of their team members. They fully grasp the significance of security, privacy, and ethics in their work and the broader organisation, collaborating with specialists when necessary.

### Knowledge

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 5 Ensure, Advise

### Autonomy

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.

### Influence

Plays a key role in shaping how their expertise contributes to the organisation, influencing clients, suppliers, partners, and peers. They make crucial decisions that affect the outcomes, timelines, and budgets of their work. They have considerable sway in allocating and managing resources for their assignments. The individual leads collaborative efforts with users/customers and groups throughout project stages to ensure user needs are consistently met. They establish and nurture valuable business relationships within and outside the organisation and foster collaborative practices across their area of responsibility. Moreover, they facilitate cooperation among stakeholders with varying goals.

### Complexity

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 requirements.

### Business Skills

The individual exhibits leadership in managing operations and actively seeks ways to continuously improve them. They are adept at assessing risks and considering all relevant factors when formulating proposals. Knowledge sharing and the promotion of learning are key parts of their role. They provide guidance on the standards and tools pertinent to their specialism and are capable of selecting the best options from available alternatives. They have a keen understanding of the impact new technologies may have on the organisation and employ innovative and creative thinking to devise solutions that add value for customers or stakeholders. Their communication skills are effective and adaptable, enabling them to convey complex information in any setting. They are proactive in furthering their own professional development and contribute to establishing secure, private, and ethical workplace practices and culture.

### Knowledge

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 6 Initiate, Influence

### Autonomy

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.

### Influence

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.

### Complexity

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.

### Business Skills

Is a leader in organisational management and has a clear understanding of industry trends and the significance of technology. They handle and reduce risks within the organisation and ensure that proposals are aligned with its overarching needs. They champion a culture of learning and development within their sphere of responsibility and lead the enforcement of legislation, ensuring services and products are accessible to all. They support the integration of new technologies and digital services and apply innovative management concepts to achieve strategic business objectives. They communicate effectively across all organisational levels and are committed to their own learning and the development of skills within their area of accountability. Furthermore, they are dedicated to maintaining high standards of security, privacy, and ethics, promoting these values both within their own area and across the organisation.

### Knowledge

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 7 Set Strategy, Inspire, Mobilise

### Autonomy

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.

### Influence

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.

### Complexity

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.

### Business Skills

Possesses comprehensive strategic management and leadership competencies. They effectively communicate about the potential impacts and risks of new practices and technologies on organisations and individuals. Governance systems are put in place by them to mitigate business risks. They ensure that any proposals are in line with the organisation's strategic goals. The individual fosters an organisational culture that encourages learning and growth. They assess the effects of legislation and advocate for compliance and inclusivity. They are at the forefront of advancing technological knowledge and application within organisations, driving strategic development through creativity and innovation to uncover business opportunities. They possess strong communication skills that allow them to influence across their own organisation, the wider industry, and government bodies. They are committed to learning and professional development, ensuring the organisation has the necessary skills and capabilities. Furthermore, they lead in setting clear directions for security, privacy, and ethics, instilling appropriate working practices and culture within the organisation.

### Knowledge

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.