

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

Standard rate card for Bangura Solutions Digital Transformation & Change Service

	Strategy and Architecture	Change and Transformation	Development and Implementation	Delivery and Operation	People and Skills	Relationships and Engagement
1. Follow	£475	£450	£450	£450	£350	£400
2. Assist	£600	£600	£600	£600	£500	£450
3. Apply	£750	£780	£750	£720	£475	£475
4. Enable	£850	£850	£850	£850	£600	£500
5. Ensure or advise	£950	£950	£950	£900	£775	£650
6. Initiate or influence	£1100	£1100	£1100	£1000	£875	£850
7. Set Strategy or inspire	£1400	£1350	£1250	£1100	£1000	£950

### 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** - 9am to 5pm Monday to Friday

**Travel, mileage Subsistence** – Included in day rate within 1.5-hour commute of work location. Payable at department's standard T&S rates outside of this commute.

**Mileage** – As above

**Professional Indemnity Insurance** – included in day rate

### Level Definitions

	<b>Autonomy</b>	<b>Influence</b>	<b>Complexity</b>	<b>Business Skills</b>
1. Follow	<p>Works under close supervision.</p> <p>Uses little discretion.</p> <p>Is expected to seek guidance in expected situations.</p>	Interacts with immediate colleagues.	<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>
2. Assist	Works under routine	Interacts with and may influence immediate	Performs a range of varied work activities in	<ul style="list-style-type: none"> <li>- understands and uses appropriate methods, tools and applications.</li> </ul>

	<p>supervision.</p> <p>Uses minor discretion in resolving problems or enquiries.</p> <p>Works without frequent reference to others.</p>	<p>colleagues.</p> <p>May have some external contact with customers and suppliers.</p> <p>May have more influence in own domain.</p>	<p>a variety of structured environments.</p>	<ul style="list-style-type: none"> <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>
3. Apply	<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</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,</li> </ul>

	Determines when issues should be escalated to a higher level.	impact on the work assigned to individuals or phases of projects.		<p>tools and applications</p> <ul style="list-style-type: none"> <li>- appreciates the wider field of information systems, and how own role relates to other roles and to the business of the employer or client</li> </ul>
4. Enable	<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. 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>	Performs a broad range of complex technical or professional work activities, in a variety of contexts.	<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>
5. Ensure or	Works under broad direction.	Influences organisation, customers, suppliers and	Performs a challenging range and variety of	<ul style="list-style-type: none"> <li>- advises on the available standards, methods, tools and applications relevant to own</li> </ul>

Advise	<p>Is fully accountable for own technical work and/or project/ supervisory responsibilities.</p> <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>peers within industry on the contribution of own specialism.</p> <p>Has significant responsibility for the work of others 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>complex technical or professional work activities.</p> <p>Undertakes work which requires the 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 and can make correct choices from alternatives</p> <ul style="list-style-type: none"> <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 specialism to the employing organisation</li> <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>
6. Initiate or influence	Has defined authority and responsibility for a significant area of work, including technical, financial and	Influences policy formation on the contribution of own specialism to business objectives.	Performs highly complex work activities covering technical, financial and quality	<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> </ul>

	<p>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 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>Develops high-level relationships with customers, suppliers and industry leaders.</p>	<p>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>- 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>
7 Set Strategy and inspire	Has authority and responsibility for all aspects of a significant area of work, including policy formation	Makes decisions critical to organisational success. Influences developments within the IT industry at the	Leads on the formulation and application of strategy.	<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</li> </ul>

	<p>and application.</p> <p>Is fully accountable for actions taken and decisions made, both by self and subordinates</p>	<p>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>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>	<p>highest in a persuasive and convincing manner</p> <ul style="list-style-type: none"> <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>
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