

Skills for the information age (SFIA)

Definitions and rate card

Welcome

Skills for the information age (SFIA)

Definitions & rate card

Standard rate card

	Strategy and architecture	Business change	Solution development and implementation	Service management	Procurement and management support	Client interface
1. Follow			£650			
2. Assist			£850			
3. Apply			£1050			
4. Enable			£1250			
5. Ensure or advise			£1500			
6. Initiate or influence			£1850			
7. Set strategy or inspire			£2500			

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:** 9:00am to 5:00pm Monday to Friday
- **Professional indemnity insurance:** included in day rate
- **Travel, mileage subsistence:** Included in day rate within M25. Payable at department's standard travel and subsistence rates outside M25
- **Mileage:** As for travel, mileage subsistence

Definitions

	Autonomy	Influence	Complexity	Business skills
1. Follow	<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>	<p>Uses basic information systems and technology functions, applications, and processes.</p> <p>Demonstrate an organised approach to work.</p> <p>Learns new skills and applies newly acquired knowledge.</p> <p>Has basic oral and written communications skills.</p> <p>Contributes to identifying own development opportunities.</p>
2. Assist	<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>	<p>Understands and uses appropriate methods, tools and applications.</p> <p>Demonstrates a rational and organised approach to work.</p> <p>Is aware of health and safety issues.</p> <p>Identifies and negotiates own development opportunities.</p> <p>Has sufficient communication skills for effective dialogue with colleagues. Is able to work in a team.</p> <p>Is able to plan, schedule and monitor own work within short time horizons.</p> <p>Absorbs technical information when it is presented systematically and applies it effectively.</p>

Definitions

	Autonomy	Influence	Complexity	Business skills
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>Determines when issues should be escalated to a higher level.</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 assigned to individuals or phases of projects.</p>	<p>Performs a broad range of work, sometimes complex and non-routine, in a variety of environments.</p>	<p>Understands and uses appropriate methods, tools and applications.</p> <p>Demonstrates an analytical and systematic approach to problem solving.</p> <p>Takes the initiative in identifying and negotiating appropriate development opportunities.</p> <p>Demonstrates effective communication skills.</p> <p>Contributes fully to the work of teams.</p> <p>Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation and procedures.</p> <p>Absorbs and applies technical information.</p> <p>Works to required standards.</p> <p>Understands and uses appropriate methods, tools and applications.</p> <p>Appreciates the wider field of information systems, and how own role relates to other roles and to the business of the employer or client.</p>

Definitions

	Autonomy	Influence	Complexity	Business skills
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.</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>	<p>Selects appropriately from applicable standards, methods, tools and applications. Demonstrates an analytical and systematic approach to problem solving.</p> <p>Communicates fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences.</p> <p>Facilitates collaboration between stakeholders who share common objectives.</p> <p>Plans, schedules and monitors work to meet time and quality targets and in accordance with relevant legislation and procedures.</p> <p>Rapidly absorbs new technical information and applies it effectively</p> <p>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.</p> <p>Maintains an awareness of developing technologies and their application and takes some responsibility for personal development.</p>

Definitions

	Autonomy	Influence	Complexity	Business skills
5. Ensure or advise	<p>Works under broad direction.</p> <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>Influences organisation, customers, suppliers and 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>Performs a challenging range and variety of 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>Advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives.</p> <p>Analyses, diagnoses, designs, plans, execute and evaluates work to time, cost and quality targets.</p> <p>Communicates effectively, formally and informally, with colleagues, subordinates and customers.</p> <p>Demonstrates leadership.</p> <p>Facilitates collaboration between stakeholders who have diverse objectives.</p> <p>Understands the relevance of own area of responsibility or specialism to the employing organisation.</p> <p>Takes customer requirements into account when making proposals.</p> <p>Takes initiative to keep skills up to date. Mentors more junior colleagues.</p> <p>Maintains an awareness of developments in the industry.</p> <p>Analyses requirements and advises on scope and options for operational improvement.</p> <p>Demonstrates creativity and innovation in applying solutions for the benefit of the customer.</p>

Definitions

	Autonomy	Influence	Complexity	Business skills
6. Initiate or influence	<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>Develops high-level relationships with customers, suppliers and industry leaders.</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>	<p>Absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk.</p> <p>Understands the implications of new technologies.</p> <p>Demonstrates clear leadership and the ability to influence and persuade.</p> <p>Has a broad understanding of all aspects of IT and deep understanding of own specialism(s).</p> <p>Understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation.</p> <p>Takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry.</p>

Definitions

	Autonomy	Influence	Complexity	Business skills
7. Set strategy or inspire	<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>	<p>Has a full range of strategic management and leadership skills.</p> <p>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.</p> <p>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.</p> <p>Communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies.</p> <p>Assesses the impact of legislation, and actively promotes compliance.</p> <p>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.</p>

***Thank You**

Tom Bedeman Tom.Bedeman@ghd.Com

Alex Brooks Alex.Brooks@ghd.Com

→ [**ghd.com/ advisory**](https://ghd.com/advisory)