

G-Cloud 14 SFIA Rate Card

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

Standard Rate Card (please refer to guidance below)

		Strategy and architecture	Business change	Solution development and implementation	Service Management	Procurement and management support	Client interface
1. Follow	1a	£285	£285	£285	£285	£285	£285
	1b	£360	£360	£360	£360	£360	£360
	1c	£425	£425	£425	£425	£425	£425
2. Assist	2a	£355	£355	£355	£355	£355	£355
	2b	£440	£440	£440	£440	£440	£440
	2c	£525	£525	£525	£525	£525	£525

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3. Apply	3a	£435	£435	£435	£435	£435	£435
	3b	£520	£520	£520	£520	£520	£520
	3c	£605	£605	£605	£605	£605	£605
4. Enable	4a	£515	£515	£515	£515	£515	£515
	4b	£615	£615	£615	£615	£615	£615
	4c	£715	£715	£715	£715	£715	£715
5. Ensure or advise	5a	£625	£625	£625	£625	£625	£625
	5b	£720	£720	£720	£720	£720	£720
	5c	£815	£815	£815	£815	£815	£815
6. Initiate or influence	6a	£675	£675	£675	£675	£675	£675
	6b	£800	£800	£800	£800	£800	£800
	6c	£925	£925	£925	£925	£925	£925
7. Set Strategy or inspire	7a	£855	£855	£855	£855	£855	£855
	7b	£1000	£1000	£1000	£1000	£1000	£1000

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	7c	£1155	£1155	£1155	£1155	£1155	£1155
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Rate Card Guidance: To supplement the Level Definitions further below, the guidance should be reviewed in conjunction with the above Rate Card

	Rate		Guidance
1. Follow	1a	£285	Up to a year's experience, requires close supervision
	1b	£360	1-2 years' experience and starting to evidence some discretion and improving written/oral skills and increasing organisation
	1c	£425	2+ years' experience, uses some discretion but is able to 'Follow' more key tasks important to the project.
2. Assist	2a	£355	1-2 years' experience and demonstrates ability to work under routine supervision
	2b	£440	2+ years' experience and demonstrates ability to work with internal/external stakeholders and growing applicability of methodologies and toolsets in an organised manner
	2c	£525	3+ years' experience, uses increasing discretion with less supervision required and can evidence working in more complex environments
3. Apply	3a	£435	2+ years' experience, works under general supervision with increasing breadth of work
	3b	£520	3+ years' experience, firmly milestone driven
	3c	£605	3+ years' experience, routinely demonstrates initiative and influencing outcomes against the wider change and IT area
4. Enable	4a	£515	3+years' experience, taking more responsibility and some oversight of others' work

	4b	£615	3+ years' experience, able to make recommendations and decisions and contributes to overall planning and monitoring
	4c	£715	3+ years' experience, fostering greater collaboration and demonstrates knowledge linking the business to IT
5. Ensure or advise	5a	£625	3+ years' experience, demonstrates task and team management of others, self driven with growing specialist competence
	5b	£720	4+ years' experience, consistently works to objectives, leading a team, offers alternative approaches if appropriate and maintains/improves their own specialist knowledge to remain relevant to the project. Coaches others to develop and succeed
	5c	£815	4+ years' experience, takes responsibility and personal accountability, mentoring/coaching others, consistently demonstrates alignment of approach to outcomes and management of costs
6. Initiate or influence	6a	£675	4+ years' experience, leading complex activities, taking key decisions and influencing the end customer and colleagues
	6b	£800	5+ years' experience, strategic in approach, adept at aligning complex concepts to business needs and adapting communication accordingly to stakeholders. Leadership demonstrated consistently
	6c	£925	6+ years' experience, high competence in all areas of strategy, leadership, business awareness and alignment to IT and outcomes sought and adept at influencing at all levels. Highly proactive, accountable for self and team(s)
7. Set Strategy or inspire	7a	£855	7+ years' experience, deep expertise in area of specialism, always accountable and highly strategic. Good at relationship building. Leadership is constant and personal and professional behaviours sets the benchmark, highly competent technically to contribute to key policies, direction and decision making
	7b	£1000	8+ years' experience, seen as the expert, drives the required culture and behaviours for success. Able to set key policies and standards and fully aware of wider impact (legal and otherwise) of all actions. Very much an 'executive' role model in all actions and behaviours and a thought leader

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	7c	£1155	9+ years' experience, able to lead the most complex activities continually inspiring colleagues to success
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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 M25. Payable at department's standard T&S rates outside M25

Mileage – As above

Professional Indemnity Insurance – included in day rate

Level 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>	<ul style="list-style-type: none"> - uses basic information systems and technology functions, applications, and processes - demonstrates an organised approach to work - learns new skills and applies newly acquired knowledge - has basic oral and written communication skills - contributes to identifying own development opportunities
2. Assist	<p>Works under routine supervision.</p> <p>Uses minor discretion in resolving problems or enquiries.</p>	<p>Interacts with and may influence immediate colleagues.</p> <p>May have some external contact with</p>	<p>Performs a range of varied work activities in a variety of structured environments.</p>	<ul style="list-style-type: none"> - understands and uses appropriate methods, tools and applications. - demonstrates a rational and organised approach to work - is aware of health and safety issues. Identifies and negotiates own development opportunities

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	Works without frequent reference to others.	customers and suppliers. May have more influence in own domain.		<ul style="list-style-type: none"> - has sufficient communication skills for effective dialogue with colleagues. Is able to work in a team - is able to plan, schedule and monitor own work within short time horizons - absorbs technical information when it is presented systematically and applies it effectively
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>	Performs a broad range of work, sometimes complex and non-routine, in a variety of environments.	<ul style="list-style-type: none"> - understands and uses appropriate methods, tools and applications. - demonstrates an analytical and systematic approach to problem solving - takes the initiative in identifying and negotiating appropriate development opportunities. - demonstrates effective communication skills. - contributes fully to the work of teams - plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation and procedures - absorbs and applies technical information - works to required standards - understands and uses appropriate methods, tools and applications - 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	<p>Works under general direction within a clear framework of accountability.</p> <p>Exercises substantial personal responsibility</p>	<p>Influences team and specialist peers internally. Influences customers at account level and suppliers.</p> <p>Has some responsibility</p>	Performs a broad range of complex technical or professional work activities, in a variety of contexts.	<ul style="list-style-type: none"> - selects appropriately from applicable standards, methods, tools and applications. Demonstrates an analytical and systematic approach to problem solving - communicates fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences - facilitates collaboration between stakeholders who

	<p>and autonomy.</p> <p>Plans own work to meet given objectives and processes.</p>	<p>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>share common objectives</p> <ul style="list-style-type: none"> - plans, schedules and monitors work to meet time and quality targets and in accordance with relevant legislation and procedures. - rapidly absorbs new technical information and applies it effectively - 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. - maintains an awareness of developing technologies and their application and takes some responsibility for personal development
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-</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</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>	<ul style="list-style-type: none"> - advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives - analyses, diagnoses, designs, plans, execute and evaluates work to time, cost and quality targets - communicates effectively, formally and informally, with colleagues, subordinates and customers - demonstrates leadership - facilitates collaboration between stakeholders who have diverse objectives - understands the relevance of own area of responsibility or specialism to the employing organisation - takes customer requirements into account when making proposals - takes initiative to keep skills up to date. Mentors more junior colleagues - maintains an awareness of developments in the industry - analyses requirements and advises on scope and

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	initiated.	relationships with customers.		options for operational improvement - demonstrates creativity and innovation in applying solutions for the benefit of the customer
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>
7 Set Strategy and inspire	Has authority and responsibility for all	Makes decisions critical to organisational	Leads on the formulation and	- has a full range of strategic management and leadership skills

	<p>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>success. 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>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"> - 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 - 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 - communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies - assesses the impact of legislation, and actively promotes compliance - 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.
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