

Cloud Support Pricing

G-Cloud Lot 3

Professional Services

Namos Pricing Schedule

30/01/2026



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1 Service Applicability

This pricing document applies to and covers the following G-Cloud Lot 3 services, as listed within this offering:

- Namos Solutions Oracle Cloud Set-up and Migration - End-to-End Implementation Services
- Namos Solutions Oracle Cloud Change and Enhancement Implementation Services
- Namos Solutions Oracle Cloud Accelerator Implementation Service – HCM/ Payroll/ ERP/ EPM
- Namos Solutions Oracle Cloud Rationalisation and Migration Planning for Organisational Change
- Namos Solutions Oracle Cloud Migration Planning and Cloud Gap Assessment
- Namos Solutions Oracle Cloud Collaborative Change Support and Adoption
- Namos Solutions Oracle Cloud Quality Assurance Testing Services
- Namos Solutions Oracle Cloud Training and Knowledge Transfer Services
- Namos Solutions Oracle Cloud PaaS and AI Services
- Namos Solutions Oracle Cloud Data and Analytics Service

2 Overview

Namos is committed to fair, transparent, and value-led pricing for all customers. Our commercial approach is aligned to the G-Cloud Maximum Day Rates, ensuring that all models offered are consistent with the framework and provide clear comparability for buyers.

Professional Service Cloud Support Services are typically unique to Buyer needs, reflecting the variability of the Buyer specific factors matched to required specialist capabilities and expertise. Engagements may include assessment, review, assurance, design, delivery and recommendation activities. As a result, it is not possible to fully anticipate or pre-price all variability within a single Professional Service construct prior to engagement with the individual Buyer.

We provide a range of pricing models to suit different project types and customer preferences, including Fixed Days, Fixed Price, Time & Materials (T&M), and Discounted rates. While we offer T&M where appropriate, we believe it is not typically in the long-term interest of public sector authorities, as it can expose customers to cost uncertainty and limited incentives for efficiency.

Our preferred approach is Fixed Days enabling change to be managed flexibly within the agreed scope through joint governance between the Buyer and Namos, or Fixed Price delivery, where outcomes and value are defined upfront and the pricing is linked to measurable, agreed metrics.

Fixed Price engagements are structured to deliver the greatest value, reduce risk, minimise in-flight change and change requests, and ensure predictable budgeting for customers.

Fixed Days (Time-Boxed)

For customers who require cost certainty but have requirements that are still evolving, Namos offers a Fixed Days (Time-Boxed) model. Under this approach, a fixed number of days is agreed in advance and delivered at the published G-Cloud Maximum Day Rates.

The project is scoped based on the defined requirements, and work is delivered against that scope. Where change arises during delivery, Namos will manage it flexibly, reprioritising activities as required while minimising scope change to maintain control over time and cost.

This provides a more flexible commercial framework within the constraints of the G-Cloud rate card, while still maintaining a clear scope and defined delivery window.

Fixed Price

Namos can provide fixed price engagements based on the G-Cloud Maximum Day Rates. Fixed pricing is determined by:

- Scope and complexity of the requirement
- Required skill levels and blended resource mix
- Use of Namos accelerators and industry templates
- Alignment to Oracle Modern Best Practice
- Expected effort and delivery risk

Fixed price models are supported by a gate-based payment schedule aligned to key deliverables and quality gates, ensuring transparency and strong governance. Under fixed price, there is less flexibility for change during delivery because the scope is defined and priced as a fixed package.

Time & Materials (T&M) Standard Rate Card

T&M engagements are billed at the published G-Cloud Maximum Day Rates using our standard rate card. This model is best suited to requirements where scope is uncertain or evolving.

However, Namos believes that T&M is not typically in the long-term interest of public sector authorities due to the risk of scope creep and lack of cost certainty. We therefore encourage customers to consider fixed price delivery where possible.

Discounted Rates

Discounted pricing is available on projects that exceed set thresholds.

All pricing models are aligned to the Namos Solutions G-Cloud 15 Lot 3 Maximum Day Rates and are offered consistently to all customers. Discounts are only applied based on project value thresholds and best value recommendations. Fixed price remains the preferred model due to its strong alignment with customer outcomes, value, and risk management.

3 Service Pricing

The following services may be procured standalone or together under a single G-Cloud call-off.

Lot 3 Service	Description	Pricing Structure*
PaaS and AI Services	Supporting Oracle PaaS and embedded AI capabilities, where these are used to integrate, extend, or optimise Oracle applications using vendor-supported patterns and tooling.	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Cloud Migration Planning	Providing UK-based Oracle expertise to assess your current estate, identify gaps, and design a clear migration roadmap	Project one off fixed days Agreed Milestone Payments and Schedule
Oracle Cloud Rationalisation and Migration Planning for Organisational Change	Delivering fast Oracle Cloud rationalisation and migration planning for UK public-sector organisations under urgent structural change.	Project one off fixed days Agreed Milestone Payments and Schedule
Oracle Cloud Set-up and Migration - End-to-End Implementation Services	This service delivers end-to-end implementation of Oracle Cloud applications following a confirmed product selection and is limited to configuration, integration and deployment using Oracle-supported services, patterns and tooling. It does not include bespoke software development or standalone product build.	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Accelerator Implementation Service – HCM/ Payroll/ ERP/ EPM	Designed for rapid, low-risk Oracle Cloud adoption using repeatable accelerator packages.	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Oracle Cloud - Change and Enhancement Implementation Services	This service is delivered as a discrete, project-based change or enhancement and is separate from E2E Oracle Implementation services for new platforms, Accelerator Services and Ongoing Support Managed Services. Covering larger enhancements, extensions or service redesigns.	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Quality Assurance and Performance Testing	Providing the coordination and delivery of role-appropriate user enablement to support the effective adoption and ongoing use of cloud services.	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Training, Adoption and Knowledge Transfer	Provides assessment, readiness, and transition planning services to support informed decisions on the migration, upgrade, or optimisation of additional cloud services	Project one off fixed days/ fixed price/ T&M package Agreed Milestone Payments and Schedule
Data and Analytics	Oracle Data and Analytics services supporting customers to implement, integrate, and optimise	Project one off fixed days/ fixed price/ T&M package

Lot 3 Service	Description	Pricing Structure*
	FAW, FDI, OAC, and Autonomous Data Warehouse to improve reporting, insight, and decision-making.	Agreed Milestone Payments and Schedule

* Applicable Discount subject to Project value threshold

4 Pricing Structure

4.1 Fixed Days Description

Scoped to defined requirements, with change managed flexibly

How it is managed:

- A defined scope based on agreed requirements
- A fixed number of days and delivery window
- Change managed flexibly as it arises, with reprioritisation to minimise impact
- Work delivered at the agreed day rate within the time-box

This approach is best suited to:

- Requirements that are evolving but still require cost certainty
- Projects where outcomes are clear but some details may change during delivery
- Customers who need flexibility without full fixed-price commitment

4.2 Fixed Price Description

Scoped to a defined package with less flexibility for change once underway.

Fixed price delivery for Lot 3 engagements, providing customers with a predictable and transparent commercial model while retaining full compliance with G-Cloud procurement rules.

How Fixed Pricing Relates to Role Day Rates

Our fixed price proposals are derived from the Role Maximum Day Rates published on the published G-Cloud 15 framework. For each Project engagement, Namos will determine the total effort aligned required based on the customer's scope and requirements. This is then translated into a fixed contract value using a combination of:

- Blended resource rates based on required skills and role levels
- Typical effort profiles for each phase of delivery
- Use of accelerators and reusable templates
- Degree of alignment to Oracle Best Practice

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- Industry-specific templates and pre-configured patterns
 - Scope stability and assumptions agreed upfront

This ensures the fixed price remains directly relatable to the maximum day rates, while also reflecting the value and efficiency gained through repeatable delivery.

Fixed Price Offer

Fixed price is offered where the project scope is sufficiently defined and aligned to the Oracle Best Practice model, for example Namos Proprietary extensions, Accelerator Implementation Work packages. It is designed to:

- Provide cost certainty
- Reduce procurement and budget risk
- Incentivise delivery efficiency
- Enable predictable planning and governance

This is not a discount but a commercial alternative to Fixed Days standard rate card pricing. The fixed price is based on a clear assessment of effort and risk and is offered to all customers under the same pricing methodology.

Namos' fixed price approach is grounded in collaboration, value and outcome-led delivery. We leverage Oracle Modern Best Practice and CSN (Cloud Success Navigator)-enabled delivery, supported by industry-aligned accelerators and a standardised delivery methodology. Strong governance and stakeholder engagement underpin our approach, with continuous improvement and knowledge transfer embedded throughout the engagement. This ensures customers receive a high-quality, efficient implementation that maximises adoption and value while keeping cost predictable.

How We Deliver Fixed Price While Managing Customer Risk

Namos aligns the payment schedule to a series of quality gates, ensuring progress is measurable, controlled, and validated. Payment is linked to deliverables and acceptance criteria, including, but not limited to:

- Project Initiation
- Discovery
- Prototype and Design
- Testing
- Deploy
- Hypercare

This gate-based payment structure provides strong risk management, transparency and accountability, clear customer control points, and delivery quality assurance.

4.3 T&M Rate Card for Call-Off (Standard Ad-hoc Professional Services)

For T&M pricing delivered outside of Fixed Work Packages, pricing will be applied using the relevant G-Cloud SiFA rate.

Namos operates a skills-based consulting model and provides services across the full range of G-Cloud job families and roles. We do not operate strict job families internally; instead, we align our role levels (Associate through Director) to the required skill proficiency levels (Awareness, Working, Practitioner, Expert) and map these to the applicable G-Cloud roles.

This ensures we can deliver the full spectrum of expertise while maintaining a consistent, transparent, and scalable delivery model.

The applicable roles covered by Namos services and may be supplied at the appropriate level (Associate to Director) depending on customer requirements are detailed in Appendix – Service Applicable SiFA Job Families and Roles.

Our service capability is defined by role levels (Associate through Director), each of which is mapped to the SiFA framework skill proficiency levels (Awareness, Working, Practitioner, Expert) using six capability dimensions, Autonomy, Influence, Complexity, Business Skills, Knowledge, and Delivery Responsibility.

This approach ensures consistency, transparency, and flexibility across all engagements, while maintaining compliance with SiFA's required skill definitions. A summary is provided in Table 1 Namos Rate Card, with a more detailed capability description provided in the Appendix – Namos SiFA Capability Mapping.

Table 1 Namos Rate Card

Namos Role	Namos role summary skills and qualifications	Namos G-Cloud 15 Rate
Associate Consultant	Entry level/ less than 2 years' foundational experience. Expected to deliver specific areas of work.	450
Consultant (1)	Sufficient experience of at least 2 to 3 years, with broad domain knowledge. Independently performs tasks under supervision.	775
Consultant (2)	Substantial experience of at least 3 years and in-depth knowledge of their specialist field. Independently performs tasks under supervision.	1000
Senior Consultant	Substantial experience of at least 5 years in their specialist field with a minimum of 2 years in a consultancy role. May lead small workstreams.	1150
Principal Consultant	Substantial experience of at least 10 years in their specialist field with a minimum of 4 years in a consultancy role. End-to-end ownership and specialist	1250

	capability. Previous experience in managing at least three major projects.	
Managing Consultant	Substantial experience of at least 12 years in their specialist field with a minimum of 6 years in a consultancy role. In-depth knowledge of the financial services and/or regulatory sector and of current policy and political issues affecting it. Leads teams, accountable for outcomes. Previous experience in managing at least five major projects.	1325
Executive Director	Strategic leadership, governance, and customer relationship ownership. Extensive experience in their specialist field. Extensive experience of directing major, complex and business critical projects, bringing genuine strategic insight.	1400

4.4 Discounts

Discounted pricing is available on projects where the committed Total Contract Value of the project exceeds the following thresholds:

- 3% discount on projects valued between £2m and £5m (excl VAT)
- 5% discount on projects valued over £5m (excl VAT)

Discounts apply to Fixed Days and T&M pricing based on Total Contract Value.

Fixed Price - Discounts are subject to a recommendation based on best value and will therefore only be applied when a Fixed Price delivery does not represent the best value option. Discounts will not be applied in conjunction with Fixed Price pricing.

5 Exclusions

Security Clearance

Namos maintains existing NPPV and security-cleared resources as part of our standard service delivery. Where a Buyer's stated security requirements exceed our standard service scope, additional security clearances may be required.

The current 2025 cost per additional Security Clearance required in support of a Buyer's stated security requirements is provided below. These costs are dependent on external clearance authorities and third-party supplier charges and are therefore subject to change. Security Clearance charges are reviewed annually and revised per annum in line with externally imposed costs.

Any Security Clearance requirements will be confirmed with the Buyer in advance and applied only where necessary to meet the Buyer's specific security obligations:

- **NPPV3:** £450 per application, Priority Processing £900
- **NPPV3:** and enhanced Security Clearance: £709, Priority Processing £1,418

Service Exit Fee

Service exit activities are excluded from the standard service charges and are not pre-priced, as the scope, effort and duration of exit support are inherently variable. Exit requirements depend on the Buyer's operating model, the timing and complexity of transition, and whether services are transferring to a new delivery partner or an in-house model.

Where exit support is required, services will be provided on a time and materials basis aligned to G-Cloud SIFA day rates, with scope and duration agreed collaboratively at the point of notice and documented as a separate, time-bound Statement of Work.

Namos will provide controlled access to Buyer data for the purposes of exit, ensuring all data handling, transfer and knowledge handover activities are completed in accordance with agreed security, confidentiality and data protection obligations.

Exit notice periods will align to the Buyer's contract and are subject to a minimum of three (3) months' notice to ensure the exit process can be planned, governed and delivered in a secure and orderly manner.

6 Pricing Considerations

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
- Our standard service hours are defined as between the hours of 08:30 and 17:30 (UK time), Monday to Friday, excluding UK public holidays.
- Travel, mileage subsistence: Payable at department's standard travel and subsistence rates
- Mileage: As for travel, mileage subsistence
- Professional indemnity insurance: included in day rate
- Exclusive of VAT
- Subject to annual inflationary uplift, capped at CPIH for multi-year contracts that span the G-Cloud 15 interim Framework renewals
- Applicable Premiums:
 - Premium applied to rates for Monday to Friday additional weekday hours outside of standard hours Service Day Rate **x1.5**
 - Premium applied to rates for additional weekend hours Service Day Rate **x2**
 - Premium applied to rates for additional UK Bank Holiday Hours Service Day Rate **x2**
 - Premium applied to rates for UK Christmas Day, Boxing Day, New Years Day Service Day Rate **x2**.

Appendix – Service Applicable SiFA Job Families and Roles

Job family	Job role	Role level
Architecture roles	Business architect	1. Trainee business architect
		2. Associate business architect
		3. Business architect
		4. Lead business architect
	Data architect	1. Data architect
		2. Senior data architect
		3. Chief data architect
	Enterprise architect	1. Enterprise architect
		2. Senior enterprise architect
		3. Lead enterprise architect
		4. Principal enterprise architect
	Network architect	1. Associate network architect
		2. Network architect
		3. Lead network architect
	Security architect	1. Security architect
		2. Lead security architect
		3. Principal security architect
	Solution architect	1. Associate solution architect
		2. Solution architect
		3. Senior solution architect
		4. Lead solution architect
		5. Principal solution architect
	Technical architect	1. Associate technical architect
		2. Technical architect
		3. Senior technical architect
		4. Lead technical architect
		5. Principal technical architect
Chief digital and data roles	Chief data officer	1. Chief data officer
	Chief information security officer	1. Chief information security officer
	Chief technology officer	1. Chief technology officer
Data roles	Analytics engineer	1. Trainee analytics engineer
		2. Analytics engineer
		3. Senior analytics engineer
		4. Lead analytics engineer
		5. Head of analytics engineering
	Data analyst	1. Associate analyst
		2. Data analyst
		3. Senior data analyst
		4. Principal data analyst
	Data engineer	1. Data engineer
		2. Senior data engineer
		3. Lead data engineer
		4. Head of data engineering
	Data scientist	1. Trainee data scientist
		2. Associate data scientist
		3. Data scientist
		4. Principal data scientist
		5. Lead data scientist

Job family	Job role	Role level
		6. Head of data science
	Machine learning engineer	1. Senior machine learning engineer
		2. Lead machine learning engineer
IT operations roles	Application operations engineer	1. Associate application operations engineer
		2. Application operations engineer
		3. Senior application operations engineer
		4. Lead application operations engineer
		5. Principal application operations engineer
	Business relationship manager	1. Business relationship manager
		2. Senior business relationship manager
		3. Lead business relationship manager
	Change and release manager	1. Configuration analyst
		2. Change and release analyst
		3. Change and release manager
	IT service manager	1. IT service analyst
		2. IT service manager
		3. Senior IT service manager
		4. Head of IT service management
	Incident manager	1. Incident manager
		2. Major incident manager
	Infrastructure engineer	1. Associate infrastructure engineer
		2. Infrastructure engineer
		3. Senior infrastructure engineer
		4. Lead infrastructure engineer
		5. Principal infrastructure engineer
	Infrastructure operations engineer	1. Associate infrastructure operations engineer
		2. Infrastructure operations engineer
		3. Senior infrastructure operations engineer
		4. Lead infrastructure operations engineer
		5. Principal infrastructure operations engineer
	Problem manager	1. Problem analyst
		2. Problem manager
	Service desk manager	1. Service desk analyst
		2. Senior service desk analyst
		3. Service desk manager
		4. Head of service desk
	Service transition manager	1. Service acceptance analyst
		2. Service readiness analyst
		3. Service transition manager
		4. Lead service transition manager
Product and delivery roles	Business analyst	1. Trainee business analyst
		2. Junior business analyst
		3. Business analyst
		4. Senior business analyst
		5. Lead business analyst
		6. Head of business analysis
	Delivery manager	1. Associate delivery manager

Job family	Job role	Role level
		2. Delivery manager
		3. Senior delivery manager
		4. Head of (Agile) delivery management
	Programme delivery manager	1. Programme delivery manager
	Service owner	1. Service owner
Quality assurance testing (QAT) roles	Quality assurance testing (QAT) analyst	1. Tester (QAT)
		2. QAT analyst
		3. Senior QAT analyst
		4. Lead QAT analyst
	Test engineer	1. Tester (test engineer)
		2. Test engineer
		3. Senior test engineer
		4. Lead test engineer
	Test manager	1. Test manager
		2. Head of test
Software development roles	Development operations (DevOps) engineer	1. Apprentice DevOps engineer
		2. Junior DevOps engineer
		3. DevOps engineer
		4. Senior DevOps engineer
		5. Senior DevOps engineer - management
		6. Lead DevOps engineer
		7. Lead DevOps engineer - management
		8. Principal DevOps engineer
		9. Principal DevOps engineer - management
	Frontend developer	1. Apprentice frontend developer
		2. Junior frontend developer
		3. Frontend developer
		4. Senior frontend developer
		5. Lead frontend developer
		6. Head of frontend development
	Software developer	1. Apprentice developer
		2. Junior developer
		3. Developer
		4. Senior developer
		5. Senior developer - management
		6. Lead developer
		7. Lead developer - management
		8. Principal developer
		9. Principal developer - management
	Service designer	1. Associate service designer
		2. Junior service designer
		3. Service designer
		4. Senior service designer
		5. Lead service designer
		6. Head of service design

Appendix - Capability Descriptors (Aligned to Role Levels)

The Namos role structure is defined using six capability dimensions, **Autonomy, Influence, Complexity, Business Skills, Knowledge, and Delivery Responsibility**. Each dimension increases progressively across the role levels, further detailed in Table 2 Namos Roles and Capability Description.

Associate

- **Autonomy:** Works under supervision; follows defined processes and procedures
- **Influence:** Limited influence; contributes to team deliverables
- **Complexity:** Works on clearly scoped tasks with defined outputs
- **Business Skills:** Basic stakeholder communication and documentation
- **Knowledge:** Foundational understanding of Oracle capability and delivery processes

Consultant (Level 1/ Level 2)

- **Autonomy:** Works independently on standard tasks; escalation when required
- **Influence:** Influences day-to-day decisions within the team
- **Complexity:** Handles routine activities and configuration tasks
- **Business Skills:** Communicates effectively with stakeholders; supports workshops
- **Knowledge:** Solid working knowledge of Oracle modules and delivery lifecycle

Senior Consultant

- **Autonomy:** Manages own work and supports others
- **Influence:** Influences workstream decisions and contributes to solution design
- **Complexity:** Handles medium complexity tasks; problem-solving within scope
- **Business Skills:** Leads workshops, supports stakeholder alignment
- **Knowledge:** Working/Practitioner level across core skills; specialist expertise in areas of responsibility

Principal Consultant

- **Autonomy:** Operates independently; accountable for delivery quality
- **Influence:** Influences project decisions and client outcomes
- **Complexity:** Handles complex requirements, design and configuration
- **Business Skills:** Provides guidance and mentoring; manages stakeholder expectations
- **Knowledge:** Practitioner level across multiple skill areas; specialist capability

Managing Consultant

- **Autonomy:** Owns delivery outcomes; accountable for multiple workstreams
- **Influence:** Influences senior stakeholders and project direction
- **Complexity:** Manages complex project challenges and risk mitigation

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- **Business Skills:** Strong leadership, governance and client relationship management
 - **Knowledge:** Practitioner/Expert level; deep domain and delivery knowledge

Director

- **Autonomy:** Strategic leadership and decision-making authority
- **Influence:** Sets direction for client and delivery teams
- **Complexity:** Manages highly complex programmes and organisational change
- **Business Skills:** Executive stakeholder management, commercial accountability
- **Knowledge:** Expert level; thought leadership and strategic capability

Note: Some roles may include a blend of skill levels depending on the skill area (e.g a Senior Consultant may be Practitioner in a specialist discipline while remaining Working in other areas).

Table 2 Namos Role and Capability Description

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
Associate: Awareness	Works under close direction. Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.	Minimal Influence. May work alone or interact with immediate colleagues.	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.	• Has sufficient oral and written communication skills for effective engagement with immediate colleagues. • Uses basic systems and tools, applications and processes. • Demonstrates an organised approach to work. Has basic digital skills to learn and use applications and tools for their role. • Learning and professional development — contributes to identifying own development opportunities. • Security, privacy and ethics — understands and complies with organisational standards.	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.
Consultant (Level1): Awareness/Working	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.	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	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.	• Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/ customers. • Understands and uses appropriate methods, tools, applications and processes. • Demonstrates a rational and organised approach to work.	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

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
		users/customer needs. .		• Has sufficient digital skills for their role. • Learning and professional development — identifies and negotiates own development opportunities. • Security, privacy and ethics — is fully aware of organisational standards. Uses appropriate working practices in own work.	
Consultant (Level 2): Working	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.	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.	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.	• Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/ customers, suppliers and partners. • Understands and effectively applies appropriate methods, tools, applications and processes. • Demonstrates judgement and a systematic approach to work. • Effectively applies digital skills and explores these capabilities for their role. • Learning and professional development — takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities.	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

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
				• Security, privacy and ethics — demonstrates appropriate working practices and knowledge in non-routine work. Appreciates how own role and others support appropriate working practices.	
Senior Consultant: Working/Practitioner	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.	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	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	• Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences when engaging with colleagues, users/customers, suppliers and partners. • Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism. • Demonstrates an awareness of risk and takes an analytical approach to work • Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools. • Contributes specialist expertise to requirements definition in support of proposals.	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

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
		activities related to own specialism.		• Shares knowledge and experience in own specialism to help others. • Learning and professional development — maintains an awareness of developing practices and their application and takes responsibility for driving own development. Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. Contributes to the development of others. • Security, privacy and ethics — fully understands the importance and application to own work and the operation of the organisation. Engages or works with specialists as necessary	
Principal Consultant: Practitioner	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	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.	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	• Demonstrates leadership in operational management. • Analyses requirements and advises on scope and options for continual operational improvement. • Assesses and evaluates risk. • Takes all requirements into account when making proposals.	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

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
	targets. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer and group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage. Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.	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/organisational requirements.	• Shares own knowledge and experience and encourages learning and growth. • Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives. • Understands and evaluates the organisational impact of new technologies and digital services. • Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder. • Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences. • Learning and professional development — takes initiative to advance own skills and identify and manage development opportunities in area of responsibility. • Security, privacy and ethics — proactively contributes to the implementation of appropriate working practices and culture.	knowledge to help to define the standards which others will apply

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
Managing Consultant: Practitioner/Expert	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.	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.	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.	• Demonstrates leadership in organisational management. • Understands and communicates industry developments, and the role and impact of technology. • Manages and mitigates organisational risk. • Balances the requirements of proposals with the broader needs of the organisation. • Promotes a learning and growth culture in their area of accountability. • Leads on compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. • Identifies and endorses opportunities to adopt new technologies and digital services. • Creatively applies a wide range of innovative and/or management principles to realise business benefits aligned to the organisational strategy. • Communicates authoritatively at all levels across the organisation to both technical	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.

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
				and non-technical audiences articulating business objectives. • Learning and professional development — takes the initiative to advance own skills and leads the development of skills required in their area of accountability. • Security, privacy and ethics — takes a leading role in promoting and ensuring appropriate working practices and culture throughout own area of accountability and collectively in the organisation.	
Director: Expert	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.	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	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.	• Has a full range of strategic management and leadership skills. • Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. • Establishes governance to address business risk. • Ensures proposals align with the strategic direction of the organisation. • Fosters a learning and growth culture across the organisation.	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 customers. Creates a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.

Namos Role and SIFA Skill	Autonomy	Influence	Complexity	Business skills	Knowledge
		alignment to corporate vision and strategy.		• Assess the impact of legislation and actively promotes compliance and inclusivity. • Advances the knowledge and/or exploitation of technology within one or more organisations. • Champions creativity and innovation in driving strategy development to enable business opportunities. • Communicates persuasively and convincingly across own organisation, industry and government to audiences at all levels. • Learning and professional development — ensures that the organisation develops and mobilises the full range of required skills and capabilities. • Security, privacy and ethics — provides clear direction and strategic leadership for the implementation of working practices and culture throughout the organisation.	

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