



## **SFIA Rate Card for G-Cloud 15**

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# Skills For the Information Age (SFIA) Definitions and rate card

Per Day Rates in GBP exclusive of expenses (charged at cost) plus VAT.

|                           | Strategy and Architecture | Business Change | Solution Development and Implementation | Service Management | Procurement and Management Support | Client Interface |
|---------------------------|---------------------------|-----------------|-----------------------------------------|--------------------|------------------------------------|------------------|
| 1. Follow                 | N/A                       | N/A             | £250                                    | £250               | £250                               | £250             |
| 2. Assist                 | £400                      | £400            | £600                                    | £500               | £500                               | £500             |
| 3. Apply                  | £650                      | £650            | £650                                    | £650               | £650                               | £650             |
| 4. Enable                 | £850                      | £850            | £750                                    | £850               | £850                               | £850             |
| 5. Ensure / Advise        | £975                      | £975            | £875                                    | £975               | £800                               | £975             |
| 6. Initiate / Influence   | £1,100                    | £1,100          | £950                                    | £1,100             | £1,100                             | £1,100           |
| 7. Set Strategy / Inspire | £1,500                    | £1,500          | £1,000                                  | £1,400             | £1,400                             | £1,500           |

## 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
- **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
- **Professional indemnity insurance:** included in day rate

## Expenses

Where applicable the Client will pay for expenses incurred by Dataquest in carrying out requested work. Expenses will be capped at the equivalent of £150 per day.

## Level definitions

|                  | Autonomy                                                                                                                                                                                                                  | Influence                                                                                                                                                                                                                                                      | Complexity                                                                                                                   | Business skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>1. Follow</b> | <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"> <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>                                                                                                                                                                                                                                                                                                      |
| <b>2. Assist</b> | <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>                                   | <ul style="list-style-type: none"> <li>- understands and uses appropriate methods, tools and applications.</li> <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>                                                                                       |
| <b>3. Apply</b>  | <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 impact on the work</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> </ul> |

|                            | Autonomy                                                                                                                                                                                                          | Influence                                                                                                                                                                                                                                                                                                                                                         | Complexity                                                                                                                                                                            | Business skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|                            | Determines when issues should be escalated to a higher level.                                                                                                                                                     | assigned to individuals or phases of projects.                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- understands and uses appropriate methods, tools and applications</li> <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>4. Enable</b>           | <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> |
| <b>5. Ensure or advise</b> | <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>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>Performs a challenging range and variety of complex technical or professional work activities.</p> <p>Undertakes work which requires the application of fundamental principles</p> | <ul style="list-style-type: none"> <li>- advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives</li> <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> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                 | Autonomy                                                                                                                                                                                                                                                                                        | Influence                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Complexity                                                                                                                                                                                                                                | Business skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                 | <p>Establishes own milestones and team objectives, and delegates responsibilities.</p> <p>Work is often self-initiated.</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>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"> <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>                                                                                        |
| <b>6. Initiate or influence</b> | <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> | <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> <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> |

|                                    | Autonomy                                                                                                                                                                                                                           | Influence                                                                                                                                                                                                                                                                                                         | Complexity                                                                                                                                                                                                                                                              | Business skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>7. Set Strategy and inspire</b> | <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. 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> | <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 highest in a persuasive and convincing manner</li> <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> |