Crown
Commercial
Service

G-Cloud 12

Trilateral Research Ltd. Rate Card

TRILATERAL
RESEARCH

Framework reference: RM1557.12

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

Standard rate card

	Strategy and architecture	Business change	Solution development and implementation	Service management	Procurement and management support	Client interface
1. Follow	N/A	N/A	N/A	N/A	N/A	N/A
2. Assist	£300-400	£300-400	£300-400	£300-400	£300-400	£300-400
3. Apply	£400-600	£400-600	£400-600	£400-600	£400-600	£400-600
4. Enable	£500-700	£500-600	£500-700	£500-600	£500-600	£500-600
5. Ensure or advise	£700-900	£600-800	£700-900	£600-800	£600-800	£600-800
6. Initiate or influence	£900-1100	£800-1000	£900-1100	£700-900	£700-900	£700-900
7. Set strategy or inspire	£1100-1300	£900-1100	£1000-1200	£800-1000	£800-1000	£800-1000

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

Level definitions

	Autonomy	Influence	Complexity	Business skills
1. Follow	Works under close supervision. Uses little discretion. Is expected to seek guidance in expected situations.	Interacts with immediate colleagues.	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.	- 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	Works under routine supervision. Uses minor discretion in resolving problems or enquiries.	Interacts with and may influence immediate colleagues. May have some external contact with	Performs a range of varied work activities in a variety of structured environments.	- 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

	Works without frequent reference to others.	customers and suppliers. May have more influence in own domain.		- 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	Works under general supervision. Uses discretion in identifying and resolving complex problems and assignments. Usually receives specific instructions and has work reviewed at frequent milestones. Determines when issues should be escalated to a higher level.	Interacts with and influences department/project team members. May have working level contact with customers and suppliers. In predictable and structured areas may supervise others. Makes decisions which may impact on the work assigned to individuals or phases of projects.	Performs a broad range of work, sometimes complex and non-routine, in a variety of environments.	- 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	Works under general direction within a clear framework of accountability. Exercises substantial personal responsibility and autonomy. Plans own work to meet given objectives and processes.	Influences team and specialist peers internally. Influences customers at account level and suppliers. Has some responsibility for the work of others and for the allocation of resources. Participates in external activities related to own specialism. Makes decisions which influence the success of projects and team objectives.	Performs a broad range of complex technical or professional work activities, in a variety of contexts.	- 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 share common objectives - 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	Works under broad direction.	Influences organisation, customers, suppliers and peers within	Performs a challenging range and variety of complex technical	- advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives

	Is fully accountable for own technical work and/or project/ supervisory responsibilities. Receives assignments in the form of objectives. Establishes own milestones and team objectives, and delegates responsibilities. Work is often self-initiated.	industry on the contribution of own specialism. Has significant responsibility for the work of others and for the allocation of resources. Makes decisions which impact on the success of assigned projects i.e. results, deadlines and budget. Develops business relationships with customers.	or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer or organisational requirements.	- 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 options for operational improvement - demonstrates creativity and innovation in applying solutions for the benefit of the customer
6. Initiate or influence	Has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects.	Influences policy formation on the contribution of own specialism to business objectives. Influences a significant part of own	Performs highly complex work activities covering technical, financial and quality aspects.	- absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk - understands the implications of new technologies - demonstrates clear leadership and the ability to influence and persuade

	Establishes organisational objectives and delegates responsibilities Is accountable for actions and decisions taken by self and subordinates.	organisation and influences customers and suppliers and industry at senior management level. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance. Develops high-level relationships with customers, suppliers and industry leaders.	Contributes to the formulation of IT strategy. Creatively applies a wide range of technical and/or management principles.	- has a broad understanding of all aspects of IT and deep understanding of own specialism(s). - understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation - takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry

7. Set Strategy and inspire	Has authority and responsibility for 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 subordinates	Makes decisions critical to organisational success. Influences developments within the IT industry at the highest levels. Advances the knowledge and/or exploitation of IT within one or more organisations. Develops long-term strategic relationships with customers and industry leaders.	Leads on the formulation and application of strategy. Applies the highest level of management and leadership skills. Has a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment.	- has a full range of strategic management and leadership skills - 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.