

DRAFT ICT SERVICES MATRIX – CUA 14008

Category	Definition	Activities	Outputs/deliverables (examples)	Pricing Model	Former SPIRIT Services																		
A	Strategic Business & Planning Services	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> ◆ Strategic Business Planning. ◆ Market Intelligence and Knowledge Planning. ◆ Business Development and Marketing. ◆ Corporate Governance. ◆ Resource Planning. ◆ Business Process Modelling and Redesign. ◆ Application Architecture Planning. ◆ Technology and Network Planning. ◆ eBusiness and Web Planning. ◆ Telecommunications Planning ◆ Desktop Environment Planning. ◆ Integration Planning. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> ◆ Plans. ◆ Reports. ◆ Training programmes. ◆ Staff acquires agreed skill sets. ◆ Implementation programme. 	<p>Maximum hourly rates</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Service</th> <th style="width: 33%;">Supplier Rate</th> <th style="width: 33%;">Benchmark</th> </tr> </thead> <tbody> <tr> <td>Senior Consultant</td> <td></td> <td></td> </tr> <tr> <td>Consultant</td> <td></td> <td></td> </tr> <tr> <td>Associate Consultant</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td style="background-color: #cccccc;"></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Senior Consultant			Consultant			Associate Consultant			Other:			Comparator			<p>A1001 to A1006 A2001 to A2010</p>
Service	Supplier Rate	Benchmark																					
Senior Consultant																							
Consultant																							
Associate Consultant																							
Other:																							
Comparator																							
B	Efficiency and Optimisation Services	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> ◆ Methodology Planning and Implementation. ◆ Billing audit and review. ◆ Billing checking and management. ◆ Development and Implementation of: <ul style="list-style-type: none"> ▪ Policy & Procedures; ▪ Analysis Tools Planning ▪ Integration Standards ▪ Environment and Desktop Standards. ▪ Project Office Standards ▪ Performance and Evaluation Standards. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> ◆ Reports ◆ Plans. ◆ Standards Development ◆ Implementation programmes. ◆ Tools. 	<p>Maximum hourly rates</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Service</th> <th style="width: 33%;">Supplier Rate</th> <th style="width: 33%;">Benchmark</th> </tr> </thead> <tbody> <tr> <td>ICT Manager</td> <td></td> <td></td> </tr> <tr> <td>Senior Systems Analyst</td> <td></td> <td></td> </tr> <tr> <td>Systems Analyst</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td style="background-color: #cccccc;"></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	ICT Manager			Senior Systems Analyst			Systems Analyst			Other:			Comparator			<p>A3001 to A3008</p>
Service	Supplier Rate	Benchmark																					
ICT Manager																							
Senior Systems Analyst																							
Systems Analyst																							
Other:																							
Comparator																							
C	Risk Management Services	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> ◆ Business Change Management. ◆ Business Continuity Planning. ◆ Transition Management Services. ◆ Communication Management (People). ◆ Capacity Planning. ◆ Disaster Recovery Planning. ◆ Access Security Planning. ◆ Business Process and Technology Audits. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> ◆ Plans. ◆ Reports. ◆ Restructured workplace. ◆ Skills development. 	<p>Maximum hourly rates</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Service</th> <th style="width: 33%;">Supplier Rate</th> <th style="width: 33%;">Benchmark</th> </tr> </thead> <tbody> <tr> <td>Partner / Senior Consultant - Change Management</td> <td></td> <td></td> </tr> <tr> <td>Business Development Specialist</td> <td></td> <td></td> </tr> <tr> <td>Quality officer</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td style="background-color: #cccccc;"></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Partner / Senior Consultant - Change Management			Business Development Specialist			Quality officer			Other:			Comparator			<p>A4001 to A4008</p>
Service	Supplier Rate	Benchmark																					
Partner / Senior Consultant - Change Management																							
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Comparator																							

Category	Definition	Activities	Outputs/deliverables (examples)	Pricing Model	Former SPIRIT Services																			
D	Procurement Management Services	<p>Procurement Management refers to the assistance that may be given in relation to the procurement, transition, integration, and delivery of services. This encompasses such activities as contract development, contract management, facilities management, as well as other related activities within an ICT context.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Contract Planning. Contract Formation. Contract Management. Service Arrangement. Systems Integration. Bureau Service Provision. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Plans. Reports. Contracts. Services meeting agreed standards. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Industry Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Alliance / Partner Specialist</td> <td></td> <td></td> </tr> <tr> <td>Procurement Officer</td> <td></td> <td></td> </tr> <tr> <td>Service Arranger</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Industry Rate	Benchmark	Alliance / Partner Specialist			Procurement Officer			Service Arranger			Other:			Comparator			A5001, A5002, A5003, A5005
Service	Industry Rate	Benchmark																						
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Service Arranger																								
Other:																								
Comparator																								
E	ICT Project Management	<p>Activities within the Project Management Services category cover the provision of end-to-end assistance for discrete project activities that relate to the technological infrastructure of an organisation or group of organisations. These discrete projects may encompass one or all of the areas of an organisation's ICT architecture, such as the server, network, desktop and telephony environments; as well as other areas like security, databases, and data recovery services. Methodologies may include PRINCE2, systems development life-cycle approaches, process-based approaches, or other generic frameworks that are appropriate to given project.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Project Feasibility Studies. Project Planning and Design. Project Implementation. Project Performance Monitoring and Controlling. Project Closure. Project Evaluation and Analysis. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Plans. Reports. Projects delivered on time, on budget and to specification. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Project Manager Large project</td> <td></td> <td></td> </tr> <tr> <td>Project Manager Mid Range Projects</td> <td></td> <td></td> </tr> <tr> <td>Project Team leader</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Project Manager Large project			Project Manager Mid Range Projects			Project Team leader			Other:			Comparator			A5004 B1114, B1212 B2114, B2212, B2308 B3108, B3209 B4108, B4208, B4306 C1012, C2014, C3012, C4012
Service	Supplier Rate	Benchmark																						
Project Manager Large project																								
Project Manager Mid Range Projects																								
Project Team leader																								
Other:																								
Comparator																								
F	Business Solutions Services	<p>Services within this broad category encompass the establishment, implementation, management, maintenance and support of:</p> <ul style="list-style-type: none"> Corporate applications, eg ERP, HR, Finances, CRM, Supply Chain Management, Asset Management, Document Management and Library Management. Core business applications, eg in-house or adapted systems from other jurisdictions. Personal productivity systems eg CAD/CAM, integrated data, voice and video services. Web-based eBusiness application systems 	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Analysis, design, development, implementation and navigation of the site or application. Tools and content management Enhancements Usage and monitoring reporting Testing Training. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Development of applications and software Protocols Plans Reports Implementation Programme System Manuals Service Desk Services Skilled staff SLAs 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Analyst Programmer</td> <td></td> <td></td> </tr> <tr> <td>Programmer</td> <td></td> <td></td> </tr> <tr> <td>Web Graphic Designer</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Analyst Programmer			Programmer			Web Graphic Designer			Other:			Comparator			B1101 to B1112 B1201 to B1211 B2101 to B2113 B2201 to 2211 B2301 to B2307 B3101 to B3107 B3201 to B3208 B4101 to B4107 B4201 to B4207 B4301 to B4305
Service	Supplier Rate	Benchmark																						
Analyst Programmer																								
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Web Graphic Designer																								
Other:																								
Comparator																								

G	<p>Server Management Services</p>	<p>Activities within this category cover the management and maintenance of the server environment of a given organisation or group of organisations. This includes the management of Mainframes, Servers, and ISP hosting hardware; as well as management of system management software and operating system software.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Server Installation and Configuration. Operating Software Installation and Configuration. System and Environment Testing. Performance Management and Optimisation. Capacity and Software Upgrade. Operations Management. Asset and Licence Administration. Service Desk. Backup and Recovery Management. Application Service Provision (formerly in Category A – Procurement and Management). Database Management Services. Data Management. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Servers installed on time, on budget and to specification. Operating software installed and configured on time, on budget and to specification. System and environment testing meets agreed standards. Server performance meets agreed standards. <p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Licenses kept current. Server Service desk meets agreed standards. Back up and recovery service meets agreed standards. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Principal Support Engineer – server</td> <td></td> <td></td> </tr> <tr> <td>Senior Support Engineer – server</td> <td></td> <td></td> </tr> <tr> <td>Support Engineer – server</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Principal Support Engineer – server			Senior Support Engineer – server			Support Engineer – server			Other:			Comparator			<p>A5009 C1001 to C1010 C2006</p>
Service	Supplier Rate	Benchmark																						
Principal Support Engineer – server																								
Senior Support Engineer – server																								
Support Engineer – server																								
Other:																								
Comparator																								
H	<p>Desktop Management Services</p>	<p>Services under this category cover the management and design of the desktop environment of an organisation or group of organisations. This incorporates the provision of the infrastructure services and the associated supporting resources that enable service level agreements to be met to the Customer's satisfaction. As a result, the Customer's staff should be able to undertake the core business functions that are dependent on the underlying desktop technology infrastructure.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Desktop Equipment Installation and Configuration. Desktop Software Installation and Configuration. Desktop System and Environment Testing. Desktop Performance Monitoring and Analysis. Desktop Environment Upgrade. Desktop Operations Management. Desktop Environment Backup and Recovery Management. Software Licence Administration. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Desktop equipment installed on time, on budget and to specification. Desktop software installed and configured on time, on budget and to specification. System and environment testing meets agreed standards. Desktop performance meets agreed standards. Service desk meets agreed standards. Back up and recovery service meets agreed standards. Data management meets agreed standards. Licenses kept current. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Principal Support Engineer – desktop</td> <td></td> <td></td> </tr> <tr> <td>Senior Support Engineer – desktop</td> <td></td> <td></td> </tr> <tr> <td>Support Engineer – desktop</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Principal Support Engineer – desktop			Senior Support Engineer – desktop			Support Engineer – desktop			Other:			Comparator			<p>C2001 to C2005 C2007 to C2012</p>
Service	Supplier Rate	Benchmark																						
Principal Support Engineer – desktop																								
Senior Support Engineer – desktop																								
Support Engineer – desktop																								
Other:																								
Comparator																								
J	<p>Network and Facilities Management Services</p>	<p>Activities within this category cover the management of the IT and fixed or mobile network environment of a given organisation or group of organisations. This includes the provision of the integrated support services and architectures that facilitate access to a Customer's applications for both internal and external users. The facilities and associated services should support a secure and effective technological infrastructure so as to ensure that the Customer has the capacity to provide appropriate service levels for their ICT-enabled business activities.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Network Equipment or Software Installation and Configuration. Unit and Network Testing. Network Environment Update. Network Traffic Management. Network Operations Management. Network Asset Administration. Network Performance Management and Optimisation. Facilities Management Building Cabling 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Network equipment installed on time, on budget and to specification. Network software installed and configured on time, on budget and to specification. System and environment testing meets agreed standards. Network performance meets agreed standards. Service desk meets agreed standards. Back up and recovery service meets agreed standards. Network management meets agreed standards. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Network Engineering Manager</td> <td></td> <td></td> </tr> <tr> <td>Senior Network Engineer</td> <td></td> <td></td> </tr> <tr> <td>Network Engineer</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Network Engineering Manager			Senior Network Engineer			Network Engineer			Other:			Comparator			<p>C3001 to C3010</p>
Service	Supplier Rate	Benchmark																						
Network Engineering Manager																								
Senior Network Engineer																								
Network Engineer																								
Other:																								
Comparator																								

K	<p>ICT Security Management Services</p>	<p>Services conducted in this category cover the management of the security environment of a given organisation or group of organisations. This primarily encompasses the provision of a security framework that facilitates access to the Customer’s applications, information, and data for both internal and external users. These services should accord with current Security Policies; and take into account such factors as authorised levels of access, and the adequacy of fallback measures in the event of security breaches.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Security and Firewall Installation and Configuration. Security Software Installation and Configuration. Security Installation Testing. Security Performance Monitoring and Analysis. Security Environment Upgrade. Antivirus and Anti-malware Services. Access Management. Firewall and Security Management. Technical Security Administration. Security Service Desk. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Security and firewall installed on time, on budget and to specification. Security software installed and configured on time, on budget and to specification. System and environment testing meets agreed standards. Security performance meets agreed standards. Service desk meets agreed standards. Back up and recovery service meets agreed standards. Security and firewall management meets agreed standards. Antivirus, anti-malware and related services meet agreed standards. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>ICT Security Manager</td> <td></td> <td></td> </tr> <tr> <td>ICT Security Senior Consultant</td> <td></td> <td></td> </tr> <tr> <td>ICT Security Consultant</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Comparator</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	ICT Security Manager			ICT Security Senior Consultant			ICT Security Consultant			Other:			Comparator			<p>C4001 to C4010</p>						
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L	<p>ICT Repairs and Maintenance Services</p>	<p>Activities within this category cover the provision of repairs and maintenance services for one or more areas of an organisation’s ICT architecture, such as the server, network, desktop and/or data centre environments.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Maintenance Agreement Initiation. Maintenance Agreement Administration. Defective Equipment Repairs. Maintenance and repairs documentation. Data centre maintenance. Hardware maintenance renewals. 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Maintenance agreement. Maintenance plan. Maintenance plan implemented. Maintenance meets agreed standards and outcomes. Documentation up to date. 	<p>Maximum hourly rates</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Senior Repair Centre Engineer</td> <td></td> <td></td> </tr> <tr> <td>Repair Centre Engineer</td> <td></td> <td></td> </tr> <tr> <td>Operational Analyst</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	Senior Repair Centre Engineer			Repair Centre Engineer			Operational Analyst			Other:			<p>C1011, C2013, C3011, C4011</p>									
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M	<p>Research and Advisory Services</p>	<p>Research and Advisory Services encompasses research that is conducted into ICT practices, developments, trends, and issues on a global and ongoing basis. This includes the provision of analysis, consulting, and strategic advice based on the research findings. The outputs that are generated and made available to Customers under this category are to be original works. These are usually covered by Copyright.</p>	<p>Activities under this category could include:</p> <ul style="list-style-type: none"> Web access to ready to read research Industry surveys and benchmarking Research consultancy service Online seminars 	<p>Outputs and outcomes under this category could include:</p> <ul style="list-style-type: none"> Industry White Papers. Feasibility Studies. Literature Reviews. ICT Policy Advice. Information Seminars. Research Surveys. Newsletters. Consultancy. 	<table border="1"> <thead> <tr> <th>Service</th> <th>Supplier Rate</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td colspan="3">A. Subscriptions</td> </tr> <tr> <td>One year subscription rate for information (base rate):</td> <td></td> <td></td> </tr> <tr> <td colspan="3">B. Research Consultancy Services</td> </tr> <tr> <td colspan="3">Maximum hourly rates</td> </tr> <tr> <td>Principal Research Consultant</td> <td></td> <td></td> </tr> <tr> <td>Research Consultant</td> <td></td> <td></td> </tr> <tr> <td>Graduate Research Consultant</td> <td></td> <td></td> </tr> </tbody> </table>	Service	Supplier Rate	Benchmark	A. Subscriptions			One year subscription rate for information (base rate):			B. Research Consultancy Services			Maximum hourly rates			Principal Research Consultant			Research Consultant			Graduate Research Consultant			<p>A3009</p>
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