

**Introduction**

**1. Role Definitions**

Bidders shall populate Sheet 1 (IT Prof. Services Day Rates) taking account of the information set out in Sheet 2A (Role Levels) & Sheet 2B (Role Descriptions).

Pricing Sheet - Rate Cards

Country	GER	GER	GER	GER	GER	GER	UK	UK	UK	UK	UK	UK	Fra	Fra	Fra	Fra	Fra	Fra	NLD	NLD	NLD	NLD	NLD	NLD	NLD	Nearsho re	Nearsho re	Nearsho re	Nearsho re	Nearsho re	Nearshore	Offshore	Offshore	Offshore	Offshore	Offshore	Blended	FOR EVALUATION: Average Blended Rate	FOR EVALUATION: Weight
Functional Skill Area	L1	L2	L3	L4	L5	Blended	L1	L2	L3	L4	L5	Blended	L1	L2	L3	L4	L5	Blended	L1	L2	L3	L4	L5	Blended	L1	L2	L3	L4	L5	Blended	L1	L2	L3	L4	L5	Blended			
Application Development AD (30%)																																							
Business Analysis	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Development	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Design & Architecture	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Testing	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Project Management	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Total						0						0						0						0						0						0	0,0	0,3	
System Integration SI (30%)																																							
Business Analysis	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Development	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Design & Architecture	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Testing	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Project Management	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Consulting	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Total						0						0						0						0						0						0	0,0	0,3	
Application Maintenance AM (20%)																																							
Development	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Service Management	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Total						0						0						0						0						0						0	0,0	0,2	
Quality Assurance QA (20%)																																							
QA Test Execution	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Test Development	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Test Analysis / Design	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Test Management	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Management	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Advisory	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
QA Test Administration	€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€		€	€	€	€	€				
Total						0						0						0						0						0						0	0,0	0,2	
Weighted Average Day Rate																																							
Non-Weighted Average Day Rate																																							

Note: Entry in number format is required. Other characters such as "-" or "/" cannot be counted. Please check that all the necessary fields have been filled in.

**Role Levels & Pricing Assumptions**

Conditions	Description
8 hours	All rates are daily (8 or more hours for non-offshore rates / 9 or more hours for offshore rates) rates and no overtime is chargeable.
Travel time	Travel time is not considered work time and can't be charged, other than where agreed by the Client and on a exception basis only
Currency	Rates are to be provided in EUR.

Location	Description
Onshore	Delivery of Services by resources that are typically located in country of business requirement and can be classed as Local Citizens i.e. holding a Local passport or permanent work permit, and speak the local language and often located/work at a client location on a regular basis.
Nearshore	Resources providing remote services from a lower cost country, near to the client location (near shore). In Europe this could for example mean an Eastern-European country such as Romania.
Offshore	Resources providing services from an offshore delivery centre (ODC) providing global support. Common off shore locations are India or the Philippines.

Level (Typical Years Experience)	Description
Level 1 (1-2years)	<ul style="list-style-type: none"><li>• Works under direction</li><li>• May contribute to routine issue resolution</li><li>• Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge</li><li>• Has sufficient communication skills for effective engagement with colleagues and internal users/customers</li><li>• Demonstrates a rational and organized approach to work</li></ul>
Level 2 (2-7 years)	<ul style="list-style-type: none"><li>• Performs a range of work, sometimes complex and non-routine, in a variety of environments</li><li>• Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organization typically gained from recognized bodies of knowledge and organizational information</li><li>• Has an appreciation of the wider business context</li><li>• Plans, schedules and monitors own work competently within limited deadlines and according to relevant legislation, standards and procedures</li><li>• Demonstrates an analytical and systematic approach to issue resolution</li></ul>
Level 3 (5-10 years)	<ul style="list-style-type: none"><li>• Work includes a broad range of complex technical or professional activities, in a variety of contexts or performs a relatively specialised role leveraging specialist functional capabilities</li><li>• Works under general direction within a clear framework of accountability</li><li>• Exercises substantial personal responsibility and autonomy</li><li>• Influences customers, suppliers and partners at account level</li><li>• May have some responsibility for the work of others and for the allocation of resources a</li><li>• Plans, schedules and monitors work to meet time and quality targets</li><li>• Facilitates collaboration between stakeholders who share common objectives</li></ul>
Level 4 (10+ years)	<ul style="list-style-type: none"><li>• Is fully responsible for meeting allocated technical and/or project/supervisory objectives</li><li>• Performs an extensive range and variety of complex technical and/or professional work activities or performs a specialised role leveraging specialist functional capabilities</li><li>• Is fully familiar with recognized industry bodies of knowledge both generic and specific</li><li>• Demonstrates leadership- Communicates effectively, both formally and informally</li><li>• Facilitates collaboration between stakeholders who have diverse objectives</li><li>• Analyses, designs, plans, executes and evaluates work to time, cost and quality targets</li><li>• Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives</li></ul>
Level 5 (15+ years)	<ul style="list-style-type: none"><li>• At the very highest org level, has authority over all aspects of a significant area of work or performs a highly specialised role leveraging specialist functional capabilities</li><li>• Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned</li><li>• Makes decisions critical to organizational success</li><li>• Inspires the organization, and influences developments within the industry at the highest levels</li><li>• Leads on the formulation and implementation of strategy</li><li>• Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment</li><li>• Has established a broad and deep business knowledge including the activities and practices of client</li></ul>

# Role Descriptions

Functional Skill Area	Description	L1	L2	L3	L4	L5
<b>Application Development (AD)</b>						
Business & Data Analysis	<ul style="list-style-type: none"> <li>Gathers, analyses, and documents business requirements through stakeholder engagement</li> <li>Translates business needs into functional specifications and user stories</li> <li>Analyses source data and translates this into data models for consumption by end users and/or downstream systems</li> <li>Facilitates workshops, interviews, and walkthroughs to validate requirements</li> <li>Supports solution design, testing, and user acceptance processes</li> <li>Assesses change requests and evaluates business impact in maintenance and integration contexts</li> <li>Ensures traceability of requirements throughout the project lifecycle</li> </ul>	Junior Business Analyst Junior Data Analyst	Business Analyst Data Analyst	Senior Business Analyst Senior Data Analyst	Lead Business Analyst Data Architect	Principal Business Analyst Senior Data Architect
Development	<ul style="list-style-type: none"> <li>The planning, designing, creation, amending, verification, testing and documentation of new and amended software components in order to deliver agreed value to stakeholders</li> <li>Modifying software to fix errors, adapt it to new infrastructure, improve its performance, or upgrade interfaces</li> <li>Analysing information to recommend and plan the installation of new systems or modifications of an existing system</li> <li>Designing and developing software systems to predict and measure outcomes</li> <li>Ability to challenge designs and concepts to exploit improve development process and time scales</li> <li>Ability to exploit software language features or mitigate language limitations</li> <li>Experienced in use of current development tools and techniques, which may include DevOps</li> </ul>	Junior Developer Junior Data Engineer Junior Cloud Engineer Junior DevOps Engineer	Developer Data Engineer Cloud Engineer DevOps Engineer	Senior Developer Senior Data Engineer Senior Cloud Engineer Senior DevOps Engineer	Tech Lead Technical Architect Platform Architect	Senior Principal Architect
Design & Architecture	<ul style="list-style-type: none"> <li>Building and integrating information systems to meet the company's needs</li> <li>Assessing the systems architecture currently in place and working with technical staff to recommend solutions to improve it</li> <li>Assessing the business impact that certain technical choices have</li> </ul>	Junior UX/UI/Solution Designer	UX/UI/Solution Designer	Senior UX/UI/Solution Designer; Solution Architect	Senior Solution Architect	Enterprise Architect
Testing	<ul style="list-style-type: none"> <li>The planning, design, management, execution and reporting of tests, using appropriate testing tools and techniques and conforming to agreed process standards and industry specific regulations</li> <li>Reviewing requirements and preparing all necessary test scenarios, test cases &amp; test scripts</li> <li>Support in / or executing test cases and support in / or document results</li> <li>Analysing and reporting of test results, errors or bugs, and fulfilment of requirements</li> </ul>	Junior Tester	Tester	Senior Tester	Test Manager	Senior Test Manager
Project Delivery	<ul style="list-style-type: none"> <li>Coordinating with cross discipline team members to make sure that all parties are on track with project requirements, deadlines, and schedules</li> <li>Submitting project deliverables and ensuring that they adhere to quality standards</li> <li>Preparing status reports and obtaining customer acceptance of project deliverables</li> <li>Submits project status reports to stakeholders</li> <li>Manage day-to-day operational aspects of the project, directly responsible for leading and direction of major projects, initiatives, functional groups or large project teams.</li> <li>Competent in required project methodology, experienced in scrum and agile frameworks</li> <li>Ensures project documents are complete, current, and appropriately stored</li> <li>Works closely with relevant stakeholders to ensure effective and efficient implementation of the project</li> <li>Works with developers and designers to define and document questions, liaise with business</li> </ul>	Project Coordinator Junior PMO	Junior Project Manager Junior Agile Delivery Manager Project Planner PMO	Project Manager Agile Delivery Manager Senior PMO	Senior Project Manager Senior Agile Delivery Manager	Program Manager
<b>System Integration (SI)</b>						
Business Analysis	<ul style="list-style-type: none"> <li>Gathers, analyses, and documents business requirements through stakeholder engagement</li> <li>Translates business needs into functional specifications and user stories</li> <li>Facilitates workshops, interviews, and walkthroughs to validate requirements</li> <li>Supports solution design, testing, and user acceptance processes</li> <li>Assesses change requests and evaluates business impact in maintenance and integration contexts</li> <li>Ensures traceability of requirements throughout the project lifecycle</li> </ul>	Junior Business Analyst	Business Analyst	Senior Business Analyst	Lead Business Analyst	Principal Business Analyst
Development	<ul style="list-style-type: none"> <li>The planning, designing, creation, amending, verification, testing and documentation of new and amended software components in order to deliver agreed value to stakeholders</li> <li>Modifying software to fix errors, adapt it to new hardware, improve its performance, or upgrade interfaces</li> <li>Analysing information to recommend and plan the installation of new systems or modifications of an existing system</li> <li>Designing and developing software systems to predict and measure outcomes</li> <li>Ability to challenge designs and concepts to exploit improve development process and time scales</li> <li>Ability to exploit software language features or mitigate language limitations</li> <li>Experienced in use of current development tools and techniques, which may include DevOps</li> </ul>	Junior Developer Junior DevOps Engineer	Developer DevOps Engineer	Senior Developer Senior DevOps Engineer	Tech Lead Technical Architect Platform Architect	Senior Principal Architect
Design & Architecture	<ul style="list-style-type: none"> <li>Building and integrating information systems to meet the company's needs</li> <li>Assessing the systems architecture currently in place and working with technical staff to recommend solutions to improve it</li> <li>Assessing the business impact that certain technical choices have</li> </ul>	Junior UX/UI/Solution Designer	UX/UI/Solution Designer	Senior UX/UI/Solution Designer; UX/UI/Solution Architect	Senior UX/UI/Solution Architect	Enterprise Architect
Testing	<ul style="list-style-type: none"> <li>The planning, design, management, execution and reporting of tests, using appropriate testing tools and techniques and conforming to agreed process standards and industry specific regulations</li> <li>Reviewing software requirements and preparing test scenarios</li> <li>Executing tests on software usability</li> <li>Analysing test results on database impacts, errors or bugs, and usability</li> </ul>	Junior Tester	Tester	Senior Tester	Test Manager	Senior Test Manager
Project Management	<ul style="list-style-type: none"> <li>Coordinating with cross discipline team members to make sure that all parties are on track with project requirements, deadlines, and schedules</li> <li>Submitting project deliverables and ensuring that they adhere to quality standards</li> <li>Preparing status reports and obtaining customer acceptance of project deliverables</li> <li>Manage day-to-day operational aspects of the project, directly responsible for leading and direction of major projects, initiatives, functional groups or large project teams.</li> <li>Competent in required project methodology, experienced in scrum and agile frameworks for developing</li> <li>Ensures project documents are complete, current, and appropriately stored</li> <li>Works closely with relevant stakeholders to ensure effective and efficient implementation of the project</li> <li>Works with developers and designers to define and document questions, liaise with business</li> <li>Submits project status reports to stakeholders</li> </ul>	Project Coordinator	Junior Project Manager	Project Manager	Senior Project Manager	Program Manager

Consulting	<ul style="list-style-type: none"> <li>Provides subject matter expertise in specific domains or technologies</li> <li>Supports solution design, configuration, and implementation activities</li> <li>Works closely with clients to understand requirements and propose improvements</li> <li>Facilitates workshops, training sessions, and knowledge transfer</li> <li>Assists in troubleshooting and optimizing existing systems and processes</li> </ul>	Junior Consultant	Consultant	Senior Consultant	Lead Consultant	Principal Consultant
<b>Application Maintenance (AM)</b>						
Development	<ul style="list-style-type: none"> <li>The planning, designing, creation, amending, verification, testing and documentation of new and amended software components in order to deliver agreed value to stakeholders</li> <li>Modifying software to fix errors, adapt it to new hardware, improve its performance, or upgrade interfaces</li> <li>Analysing information to recommend and plan the installation of new systems or modifications of an existing system</li> <li>Designing and developing software systems to predict and measure outcomes</li> <li>Ability to challenge designs and concepts to exploit / improve development process and time scales</li> <li>Ability to exploit software language features or mitigate language limitations</li> <li>Experienced in use of current development tools and techniques, which may include DevOps</li> </ul>	Junior Developer Junior DevOps Engineer	Developer DevOps Engineer	Senior Developer Senior DevOps Engineer	Tech Lead Technical Architect Platform Architect	Senior Principal Architect
Service Management	<ul style="list-style-type: none"> <li>Coordinating with cross discipline team members to make sure that all parties are on track with service requirements and quality levels</li> <li>Submitting service deliverables &amp; reports, ensuring that they adhere to quality standards</li> <li>Manage day-to-day operational aspects of the service</li> <li>Competent in required service methodologies and best practices</li> <li>Ensures service documentation is complete, current, and appropriately stored</li> <li>Works closely with relevant stakeholders to ensure effective and efficient service management</li> </ul>	Service Coordinator	Junior Service Delivery Manager	Service Delivery Manager	Senior Service Delivery Manager	Service Delivery Director
<b>Quality Assurance (QA)</b>						
QA Test Execution	Executes the test cases, logs results, and reports defects. Verifies fixes and performs re-tests and regression testing	Junior Tester	Tester	Senior Tester		
QA Test Development	Specializes in non-functional testing (performance, security, etc.) and technical aspects. Handles test automation, scripting, and tool configuration. Often involved in white-box testing and technical risk analysis Develops and maintains automated test scripts. Integrates automation into CI/CD pipelines	Junior Test Developer	Test Developer	Senior Tester Developer	Lead Tester Developer	
QA Test Analysis / Design	Focuses on functional testing. Responsible for designing test cases, preparing test data, and ensuring coverage of requirements. Works closely with business analysts to understand functional specifications Creates detailed test specifications and ensures traceability to requirements. Defines test conditions, test cases, and expected results.	Junior Test Analyst	Test Analyst	Senior Test Analyst	Lead Test Analyst	
QA Test Management	Responsible for planning, monitoring, and controlling the testing activities. Defines the test strategy, allocates resources, manages risks, and reports progress. Ensures alignment with project goals and quality standards.	Junior Test Manager	Test Manager	Senior Test Manager	Lead Test Manager	
QA Management	Establishes and enforces quality standards, frameworks, and methodologies across all phases of the software development lifecycle Monitors quality metrics and provides reporting to stakeholders for continuous improvement Ensures adherence to regulatory, compliance, and industry standards Drives defect prevention practices and promotes best-in-class QA processes across projects"	Junior QA Manager	QA Manager	Senior Manager	Lead QA Manager	QA Director
QA Advisory	Provides expert guidance on QA strategy, frameworks, and best practices. Advises on quality risk management, process improvement, and compliance alignment. Supports decision-making for test approaches, tooling, and governance without direct execution of tests.	Junior QA Consultant	QA Consultant	Senior QA Consultant	Lead QA Consultant	QA Consulting Director
QA Test Administration	Manages the test environment, tools, and configurations. Ensures that hardware, software, and data are ready for testing.	Junior Test Administrator	Test Administrator	Senior Test Administrator		