

DPS Schedule 1 (Specification)

This Schedule sets out what we and our buyers want.

The Supplier must only provide the Deliverables for the Filter Categories that they have been appointed to.

For all Filter Categories and/or Deliverables, the Supplier must help Buyers comply with any specific applicable Standards of the Buyer.

The Deliverables and any Standards set out below may be refined (to the extent permitted and set out in the Order Form) by a Buyer during an Order Procedure to reflect its Deliverables Requirements for entering a particular Order Contract.

Filter Category Level 1 – Services

- 1 **Quality Assurance Testing (QAT) Specialists**
The Supplier shall provide access to a flexible and cost-effective pool of QA and Test professionals, who will form part of, and be managed by, the core Buyer's team to deliver services across the full lifecycle.
- 2 **Quality Assurance (QA) & DevOps**
The Supplier shall develop and implement test automation strategies and frameworks, typically to support cost effective continuous release methods. To support all aspects of software and platform engineering within a DevOps environment, from a QA perspective.
- 3 **Load & Performance Testing**
The Supplier shall identify, target and solve performance-based defects at any stage of the development lifecycle. The approach includes Load Testing, Stress Testing, Volume Testing, Soak Testing, Scalability Testing and Capacity Planning. Supporting performance engineering approaches where possible.
- 4 **Quality Assurance (QA) & Testing**
The Supplier shall establish and manage an appropriate level of QA and testing in line with programme delivery plans, validation and verification of a system against specifications and requirements covering functional and non-functional aspects. Testing will be automated by default with some requirement for manual, exploratory testing and assurance of testing owned by third-parties. Includes the ownership (design and execution) of complex, large scale integration testing.
- 5 **Infrastructure Testing**
The Supplier shall determine whether system infrastructures are performant, including network provisioning, platforms and hosting across LAN, WAN and Cloud infrastructures.
- 6 **Operational Acceptance Testing (OAT)**
The Supplier shall help prepare for operational readiness once the Service goes into production. OAT will generally focus on risks to the Service covering

monitoring and alerting, IT support, failover, recovery, resilience, portability and stability.

7 Strategic Quality Assurance Consultancy

The Supplier shall provide strategic consultancy support across any aspect of QA across software and infrastructure engineering and broader Digital Data and Technology (DDaT) delivery as appropriate.

8 Accessibility Quality Assurance (QA) and Testing

The Supplier shall assess how far a product or Service is easy for its intended audience to use. That audience includes users who access the Service via a range of assistive technologies like screen readers, voice recognition and input devices. This includes helping the wider QA or product team to understand accessibility of the Service through expert consultancy.

9 Security Quality Assurance (QA) and Testing

The Supplier shall identify threats and measure potential vulnerabilities. The testing scope includes the whole system and not just the software involved. Much of the testing will be automated, supported by advanced exploratory testing and cyber-related defence and assessments.

10 Quality Assurance (QA) Capability Development

The Supplier shall provide support for all aspects of growing civil servant capability within the QA specialism including learning and development, recruitment, knowledge management and graduate/apprentice onboarding.

Information on the Roles associated with these Services is at Annex 1 to this Specification.

Filter Category Level 2 – Location

This relates to the location at/from which the Supplier's team will provide the Services in relation to the relevant Order Contract.

Location
East Midlands
East of England
Greater London
North East England
North West England
South East England
South West England
West Midlands
Yorkshire and the Humber
Wales
Scotland
Northern Ireland
Isle of Man
Channel Islands
Overseas
Remote (suppliers own site)

Filter Category Level 3 – Clearance

This relates to the level of security clearance that must have been obtained by Supplier staff prior to commencement on a relevant Order Contract.

Security Clearance (Top level)
Baseline Personnel Security Standard (BPSS)
Counter Terrorist Check (CTC)
Security Check (SC)
Developed Vetting (DV)

Filter Category Level 4 – Scalability

This relates to the potential size of the Supplier team needed to fulfil the Buyer's requirement.

Team Size (Top level)
1-10
11-25
26-99
100+

Annex 1 Supplier Staff Roles

1. Introduction

- 1.1 This Annex provides information on the Roles for Supplier Staff providing Services under the various Service categories. It sets out the expected level and responsibilities associated with the Roles required to deliver the Services specified and includes guidance is the linkage to the Skills for the Information Age (SFIA) framework that is commonly used across UK government. The broad definitions of the SFIA levels are as follows.

SFIA level	Competency level	Civil servant grade equivalent	QAT equivalent
7	Set strategy and inspire	Senior Civil Servant (SCS) / Grade 6	'H' level Roles
6	Initiate and influence	Grade 6 / Grade 7	'L' / 'H' level Roles
5	Ensure and advise	Grade 7 / SEO	'S' / 'T' Level Roles
4	Enable	SEO / HEO	'T' / 'S' Level Roles
3	Apply	HEO	T' Level Roles
2	Assist	EO	T' Level Roles
1	Follow	AO	No current equivalent

A set of abbreviated definitions of SFIA levels (V7) is at Appendix 1 to this Annex

2. Roles

2.1 Roles mapped to SFIA and Civil Service Levels

Ref	Role title	SFIA indicator	Civil Service indicator
H1	Head of QAT Delivery	6/7	G6/SCS
H2	Head of Performance Test Engineering	6/7	G6/SCS
H3	Head of QA Engineering	6/7	G6/SCS
H4	Head of QA Analysis	6/7	G6/SCS
H5	Head of Security Test Engineering	6/7	G6/SCS
L1	Lead QAT Delivery Owner	5/6	G7/G6
L2	Lead Performance Test Engineer	5/6	G7/G6
L3	Lead QA Engineer	5/6	G7/G6
L4	Lead QA Analyst	5/6	G7/G6
L5	Lead Security Test Engineer	5/6	G7/G6
S1	Senior QAT Delivery Owner	4/5	SEO/G7
S2	Senior Performance Test Engineer	4/5	SEO/G7
S3	Senior QA Engineer	4/5	SEO/G7
S4	Senior QA Analyst	4/5	SEO/G7
S5	Senior Security Test Engineer	4/5	SEO/G7
T1	QAT Delivery Owner	3/4	HEO/SEO
T2	Performance Test Engineer	3/4	HEO/SEO
T3	QA Engineer	2/3/4	EO/HEO/SEO
T4	QA Analyst	2/3/4	EO/HEO/SEO
T5	Security Test Engineer	3/4	HEO/SEO
T6	Tester	2/3	EO/HEO
T7	Graduate / Apprentice	2/3	EO/HEO
Q1	Technology Resilience QA specialist	5/6	G7/G6

Q2	Technology Risk QA specialist	4/5/6	SEO/G7/G6
Q3	Technology QA specialist	4/5/6	SEO/G7/G6

2.2 Role Descriptions

2.2.1 Head level (H) Roles

These are not expected to be used heavily. They are Roles generally filled by civil servants, responsible for leading the delivery of services across multiple portfolios at departmental level or a significant (in terms of scale and complexity) single portfolio level in exceptional cases.

Head of QAT Delivery (H1) – responsible for designing and leading the delivery of all aspects of end to end QAT solutions for an organisation or department. Initiating the definition and implementation of a QAT strategy and coordinating resources to understand and deliver against business goals. Set the strategy for effective delivery of QAT approaches typically using agile and CI/CD methods and deploying an ‘automation by default’ approach. Setting the strategy for the evaluation of all aspects of quality including accessibility, compatibility and resilience. Initiating and influencing the use or re-use of a broad range of tools to enable mature use of automation across product development. Building QAT service capability and inspiring others to improve QAT-wide practices to support the digital by default service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Head of Performance Test Engineering (H2) - responsible for the technical and delivery-facing leadership for all aspects of load and performance testing at organisation and/or departmental level. Set the strategy for performance testing best practice and standards. Building capabilities to effectively deliver performance testing including within complex technical landscapes, promoting the reuse of test toolsets and frameworks across the organisation. Initiating the delivery of performance testing including influencing how the team develop user stories and acceptance criteria, typically using agile and CI/CD methods. Building QAT service capability and inspiring others to improve performance testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

Head of QA Engineering (H3) – responsible for the technical and delivery-facing leadership for all aspects of QA engineering at organisation and/or departmental level. Set the strategy for test automation and engineering practices, including aspects of ‘software development in test’, supporting the delivery of the overall QAT strategy. Building and influencing capabilities to debug code and the approach to refactoring and the reuse of existing automation toolsets. Initiating and influencing the use of a broad range of tools, including open source and cloud based. Initiating the delivery of test engineering, typically using agile and CI/CD methods including influencing

how the teams develop user stories and acceptance criteria. Building QAT service capability and inspiring others to improve performance testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

Head of QA Analysis (H4) - responsible for the technical and delivery-facing leadership for all aspects of QA and test analysis at organisation and/or departmental level, including assurance of third-party testing as required. All quality aspects will be covered, including accessibility, resilience, compatibility and security, for example. Set the strategy for analysis practices, supporting the delivery of an overall QAT strategy based on 'automation by default'. Initiating and influencing the use of a broad range of tools, including open source and cloud based. Initiating the delivery of testing typically using agile and CI/CD methods. Building QAT service capability and inspiring others to improve testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

Head of Security Test Engineering (H5) - responsible for the technical and delivery-facing leadership for all aspects of security test engineering at organisation and/or departmental level, including assurance of third-party testing where required. Set the strategy for best practice to embed automated security testing as early as possible within the product development lifecycle. Initiating and influencing the use of a broad range of tools, including open source and cloud based. Initiating and influencing the delivery of testing typically using agile and CI/CD methods. Building QAT service capability and inspiring others to testing practices to support and work alongside central cyber services, often working as part of a multi-disciplinary team focused on user needs and user centred design.

2.2.2 Lead level (L) Roles

These are responsible for leading delivery across complex programmes and projects and will generally involve technical leadership in terms of developing and agreeing approaches, strategies and plans and managing and supporting teams in their successful delivery.

Lead QAT Delivery Owner (L1) - responsible for initiating and ensuring the delivery of QAT solutions for portfolios or multiple programmes. Leading the definition and implementation of a QAT strategy for a portfolio. Coordinating resources, tasks, risks, dependencies, financial management and service requirements to enable the successful delivery of QAT solutions. Initiating and ensuring the effective delivery of QAT approaches typically using agile and CI/CD methods and deploying an 'automation by default' approach. Initiating the use of analytical techniques including risk-based testing and test analysis and design techniques where appropriate. Initiating and ensuring complex integration testing as required. Initiating and influencing the use or re-use of a broad range of tools, including open source and cloud based, to facilitate the mature use of automation across the product development lifecycle. Building QAT service capability and coaching others to help improve QAT-wide

practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Lead Performance Test Engineer (L2) - responsible for initiating and ensuring the technical and delivery-facing leadership for all aspects of load and performance testing at portfolio level. Initiating and influencing best practice and standards. Building capabilities to effectively deliver performance testing including within complex technical landscapes, promoting the reuse of toolsets and frameworks across the organisation. Ensuring the delivery of performance testing including influencing how the team develop user stories and acceptance criteria related to the overall QA approach, typically using agile and CI/CD methods. Building QAT service capability and initiating performance testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

Lead QA Engineer (L3) – responsible for initiating and ensuring the technical and delivery-facing leadership for all aspects of QA engineering at portfolio level. Initiating test automation and test engineering practices, including aspects of ‘software development in test’. Reading, writing and debugging code in complex programs and supporting the refactoring of existing test frameworks – supporting other members of the team to do the same. Initiating the use and reuse of a broad range of tools, including open source and cloud based. Initiating the delivery of test engineering, typically using agile and CI/CD methods including influencing how the teams develop user stories and acceptance criteria, typically deploying Behaviour-Driven Development (BDD) and Test-Driven Development (TDD). Building QAT service capability and coaching others to help improve QAT-wide practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Lead QA Analyst (L4) – responsible for initiating and ensuring the delivery of QAT analysis services for portfolios. Initiating the use of analytical techniques including risk-based testing and test analysis and design techniques where appropriate. All flavours of quality aspects will be covered, including accessibility, resilience, compatibility, integration and security, for example. Initiating and advising on analysis practices, including the effective use of exploratory testing techniques. Influencing the use of a broad range of tools, including open source and cloud based. Ensuring the delivery of testing typically using agile and CI/CD methods and ‘automation by default’. Building QAT service capability and coaching others to improve QAT-wide practices to support the digital service standard, working as part of a multi-disciplinary team.

Lead Security Test Engineer (L5)- responsible for initiating and ensuring the technical and delivery-facing leadership for all aspects of security test engineering at portfolio level, including assurance of third-party testing where required. Initiating and influencing best practice to embed automated security testing as early as possible within the product development lifecycle. Enabling

and initiating the use and reuse of a broad range of tools, including open source and cloud based. Influencing the delivery of testing typically using agile and CI/CD methods. Building QAT service capability and enabling testing practices to support and work alongside central cyber services, often working as part of a multi-disciplinary team.

2.2.3 Senior level (S) Roles

These Roles would generally report into, and support, Leads. They are responsible for developing and executing QA plans and supporting the strategic approach. Technical experts as well as responsible for managing teams and coaching others.

Senior QAT Delivery Owner (S1) – responsible for enabling delivery of QAT solutions for programmes and projects. Leading the definition and implementation of QAT strategies for projects and subsequent coordination of resources, tasks, risks, dependencies, financial management and service requirements. Enabling and ensuring the effective delivery of QAT approaches typically using agile and CI/CD methods and deploying an ‘automation by default’ approach. Enabling the use of analytical techniques including risk-based testing and test analysis and design techniques where appropriate. Enabling complex integration testing for projects as required. Enabling the use of exploratory testing techniques and the use or re-use of a broad range of tools, including open source and cloud based, to support the delivery of QAT services across product development. Advising on QAT practices to support the digital by default service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Senior Performance Test Engineer (S2) - responsible for enabling the delivery of load and performance testing at project level. Ensuring and advising on best practice and standards. Enabling the delivery of performance testing including within complex technical landscapes, supporting the reuse of toolsets and frameworks across the organisation. Enabling the team to develop user stories and acceptance criteria related to the overall QA approach, typically using agile and CI/CD methods. Advising on performance testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Senior QA Engineer (S3) – responsible for enabling the delivery of all aspects of QA engineering at project and programme level. Enabling test automation and test engineering practices, including aspects of ‘software development in test’. Reading, writing and debugging code in complex programs and supporting the refactoring of existing test frameworks – supporting other members of the team to do the same. Enabling the use and reuse of a broad range of tools, including open source and cloud based. Ensuring and applying the delivery of test engineering, typically using agile and CI/CD methods including assisting the teams to develop user stories and acceptance criteria related to the overall test engineering approach, typically deploying Behaviour-Driven Development (BDD) and Test-Driven Development (TDD).

Advising on QA engineering practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs and user centred design.

Senior QA Analyst (S4) – responsible for enabling the delivery of QAT analysis services for projects, implementing QAT strategies. Enabling the use of analytical techniques including riskbased testing and test analysis and design techniques where appropriate. Ensuring and applying the effective use of exploratory testing techniques, including the use of test charters and timeboxing. All quality aspects will be covered, including accessibility, resilience, compatibility, integration and security, for example. Enabling the evaluation of aspects of user experience, accessibility, compatibility and basic load and performance where appropriate. Using a broad range of tools, including open source and cloud based. Enabling the delivery of testing typically using agile and CI/CD methods and ‘automation by default’. Advising on testing practices to support the digital by default service standard, working as part of a multi-disciplinary team focused on user needs and user centred design.

Senior Security Test Engineer (S5) – responsible for enabling the delivery of security test engineering at project and programme level, including assurance of third-party testing where required. Ensuring best practice to embed automated security testing as early as possible within the product development lifecycle, typically using agile and CI/CD methods and ‘automation by default’. Enabling the use and reuse of a broad range of tools, including open source and cloud based. Advising on testing practices to support and work alongside central cyber services, working as part of a multi-disciplinary team.

2.2.4 Test level (T) Roles

Test level (T) or practitioner level Roles would generally report into and support Seniors. They are responsible for delivering all aspects of QA work (within given specialism/Service) for a project or programme, in accordance with agreed strategies and plans.

QAT Delivery Owner (T1) – responsible for applying QAT solutions for projects. Assisting with the implementation of QAT plans and coordination of resources, tasks, risks, financial management and service requirements. Assisting with the effective delivery of QAT approaches typically using agile and CI/CD methods and deploying an ‘automation by default’ approach. Applying the use of analytical techniques including risk-based testing. Applying exploratory testing techniques and the use or re-use of a broad range of tools, including open source and cloud based, to support the delivery of QAT services across the project and the product development lifecycle. Assisting with QAT practices to support the digital by default service standard, often working as part of a multi-disciplinary team focused on user needs.

Performance Test Engineer (T2) – responsible for applying load and performance testing at project level. Applying and assisting on best practice and standards. Assisting with the delivery of performance testing including within complex technical landscapes, supporting the reuse of toolsets and frameworks across the organisation. Assisting the team to develop user stories and acceptance criteria related to the overall QA approach, typically using agile and CI/CD methods. Assisting with performance testing practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

QA Engineer (T3) – responsible for assisting in the delivery of all aspects of QA engineering at project and programme level. Applying test automation and test engineering practices, including aspects of 'software development in test'. Reading, writing and debugging code in complex programmes and assisting with the refactoring of existing test frameworks. Applying the use and reuse of a broad range of tools, including open source and cloud based. Assisting with the delivery of test engineering, typically using agile and CI/CD methods including assisting the teams to develop user stories and acceptance criteria related to the overall test engineering approach, typically deploying BDD and TDD. Assisting QA engineering practices to support the digital service standard, often working as part of a multi-disciplinary team focused on user needs.

QA Analyst (T4) – responsible for applying QAT solutions for projects, assisting the team to implement QAT strategies and plans for projects. Assisting the team to use analytical techniques including risk-based testing and test analysis and design. Assisting with exploratory testing techniques, including the use of test charters and timeboxing. Helping the team to evaluate all aspects of QA such as accessibility, compatibility and basic load and performance where appropriate and as part of the wider QAT strategy. Developing an awareness of a broad range of tools to assist with the automation of tests applying agile and CI/CD methods and 'automation by default'. Applying testing practices to support the digital by default service standard, working as part of a multi-disciplinary team focused on user needs.

Security Test Engineer (T5) - responsible for assisting with security test engineering at project and programme level. Applying best practice to embed automated security testing as early as possible within the product development lifecycle, typically using agile and CI/CD methods and 'automation by default'. Applying the use and reuse of a broad range of tools, including open source and cloud based. Assisting with testing practices to support and work alongside central cyber services, working as part of a multi-disciplinary team.

Tester (T6) and Graduate / Apprentice (T7) – responsible for assisting in the delivery of QAT solutions for projects, assisting the team to use analytical techniques including risk-based testing and test analysis and design. Assisting with exploratory testing techniques, including the use of test charters and

timeboxing. Helping the team to evaluate aspects of QA such as accessibility and basic load and performance where appropriate and as part of the wider QAT strategy. Developing an awareness of a broad range of tools, including open source and cloud based, to assist with implementing test automation. Assisting with the delivery of QA and testing typically using agile and CI/CD methods and 'automation by default'.

2.2.5 QA level (Q) Roles

These are specialists to support specific work packages and assignments relating to QA across specialism such as resilience, risk or wider quality strategies and standards.

Technology Resilience QA specialist (Q1) – responsible for reviewing the effectiveness of all aspects of resilience and business continuity around technology-enabled operational services and functions. With work ranging from enable up to initiate and influence levels. To influence improvement actions where necessary, and to consider and bring best-practice tools, standards and approaches as appropriate.

Technology Risk QA specialist (Q2) – responsible for reviewing the effectiveness of all aspects of technology risk linked to operational risk around technology-enabled operational services and functions. With work ranging from enable up to initiate and influence levels. To influence improvement actions where necessary, and to consider and bring best-practice tools, standards and approaches as appropriate.

Technology QA specialist (Q3) – responsible for reviewing the effectiveness of all aspects of quality assurance and quality management across the range of digital, data and technology services and functions, including but not limited to Testing. With work ranging from enable up to initiate and influence levels. To influence improvement actions where necessary, and to consider and bring best-practice tools, standards and approaches as appropriate.

3. Roles by Service

3.1 The Roles expected to be associated with each Service are as follows

Role reference	Role	Service 1 QAT Specialist Service	Service 2 QA & DevOps	Service 3 Load & Performance	Service 4 QA & Testing	Service 5 Infrastructure QA & Testing	Service 6 OAT QA & Testing	Service 7 QAT Consultancy	Service 8 Accessibi lity QA & Testing	Service 9 Security QA & Testing	Service 10 QAT Capability Development
H1	Head of QAT Delivery	Yes	No	No	Yes	No	No	No	No	No	No
H2	Head of Performance Test Engineering	Yes	No	Yes	No	No	No	No	No	No	No
H3	Head of QA Engineering	Yes	Yes	No	No	No	No	No	No	No	No
H4	Head of QA Analysis	Yes	No	No	Yes	Yes	Yes	No	Yes	No	No
H5	Head of Security Test Engineering	Yes	No	No	No	No	No	No	No	Yes	No
L1	Lead QAT Delivery Owner	Yes	No	No	Yes	No	No	Yes	No	No	Yes
L2	Lead Performance Test Engineer	Yes	No	Yes	No	No	No	Yes	No	No	No
L3	Lead QA Engineer	Yes	Yes	No	No	No	No	Yes	No	No	No
L4	Lead QA Analyst	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	No
L5	Lead Security Test Engineer	Yes	No	No	No	No	No	Yes	No	Yes	No
S1	Senior QAT Delivery Owner	Yes	No	No	Yes	No	No	No	No	No	Yes
S2	Senior Performance Test Engineer	Yes	No	Yes	No	No	No	No	No	No	No
S3	Senior QA Engineer	Yes	Yes	No	No	No	No	No	No	No	No
S4	Senior QA Analyst	Yes	No	No	Yes	Yes	Yes	No	Yes	No	Yes
S5	Senior Security Test Engineer	Yes	No	No	No	No	No	No	No	Yes	No
T1	QAT Delivery Owner	Yes	No	No	Yes	No	No	No	No	No	Yes
T2	Performance Test Engineer	Yes	No	Yes	No	No	No	No	No	No	No
T3	QA Engineer	Yes	Yes	No	Yes	No	No	No	No	Yes	No
T4	QA Analyst	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes
T5	Security Test Engineer	Yes	No	Yes	No	No	No	No	No	Yes	No
T6	Tester	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
T7	QA Graduate / Apprentice	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Q1	Technology Resilience QA specialist	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	No

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Q2	Technology Risk QA specialist	Yes	No	No	No	No	No	Yes	No	No	No
Q3	Technology QA specialist	Yes	Yes	No	No	No	No	Yes	No	No	No

Appendix 1 Abbreviated SFIA Levels V7

Level	Autonomy	Influence	Complexity	Knowledge	Business skills
1 - Follow	Works under supervision. Uses little discretion. 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.	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.	Has sufficient communication skills for effective dialogue with others. Demonstrates an organised approach to work.
2 - Assist	Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain. Aware of need to collaborate with team and represent users/customer needs.	Performs a range of work activities in varied environments. May contribute to routine issue resolution.	Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented	Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to work in a team, plan, schedule and monitor own work within short time horizons. Understands and uses appropriate methods, tools and applications.
3 - Apply	Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Determines when issues should be escalated to a higher level.	Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects. Understands and collaborates on the analysis of user/customer needs and represents this in their work.	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.	Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge. Has an	Demonstrates effective communication skills. Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures. Contributes fully to the work of teams. Appreciates how own Role relates to other Roles and to the business of the employer

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Level	Autonomy	Influence	Complexity	Knowledge	Business skills
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 customers, suppliers and partners at account level. May have 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. Collaborates regularly with team members, users and customers. Engages to ensure that user needs are being met throughout.	Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.	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 contributes to the development of others. Rapidly absorbs new information and applies it effectively.	Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences. Plans, schedules and monitors work to meet time and quality targets. Facilitates collaboration between stakeholders who share common objectives. Selects appropriately from applicable standards, methods, tools and applications. Fully understands the importance of security to own work and the operation of the organisation. Seeks specialist security knowledge or advice when required to support own work or work of immediate colleagues.
5- Ensure, Advise	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant Role in the	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results,	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	Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the mentoring or coaching of others. Develops a	Demonstrates leadership. Communicates effectively, both formally and informally. Facilitates collaboration between stakeholders who have diverse objectives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Analyses

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Level	Autonomy	Influence	Complexity	Knowledge	Business skills
	assignment of tasks and/or responsibilities.	deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.	unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.	wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.	requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals.
6 - Initiate, Influence	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. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.	Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles.	Promotes the application of generic and specific bodies of knowledge in own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.	Demonstrates clear leadership. Communicates effectively at all levels to both technical and non-technical audiences. Understands the implications of new technologies. Understands and communicates industry developments, and the Role and impact of technology in the employing organisation. Absorbs complex information. Takes the initiative to keep both own and colleagues' skills up to date.

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Level	Autonomy	Influence	Complexity	Knowledge	Business skills
7 - Set Strategy, Inspire, Mobilise	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.	Makes decisions critical to organisational success. Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.	Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	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 clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence.	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. Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Assesses the impact of legislation and actively promotes compliance and inclusivity. Ensures that the organisation develops and mobilises the full range of required skills and capabilities.