



Matthew J BLACK

MBA, M.Inf.Tech.(DataComms), B.Sc

MACS (Snr), CP, IP3P

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General Management, Divisional, and Board opportunities including Non-Executive

Industry leading experience across organisations such as **DoD, NSW Dept. of Health, Cardno, and BFIT Kuala Lumpur**
Core functional experience spans IT and IS, Strategy, Transformations, and Operations

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DISTINCT BUSINESS OFFERING

35 years' plus experience in the ICT Industry across ICT Business Leadership, Programme/Project Management, DevOps, Consulting, and Network Engineer positions. Exemplary qualifications including an **MBA and a Master of I.T. (DataComms)** – specialising in Management and Security. Advanced knowledge spanning everything from software to infrastructure.

Impressive history in providing ICT leadership and Programme and Senior Project Management to Government and Private Organisations, from the **Australian Department of Defence; NSW Departments of Health and DTIRIS; most of the QLD Government Departments; Ipswich and Brisbane City Councils, Q-Super, UniTAB; the Winson Group; Endeavour Foundation; Hamilton Island Enterprises; QUT; Workcover QLD; Caterair; Cardno Engineering; and Mincom, plus internationally with BFIT, Kuala Lumpur.**

Graduating with a B.Sc from UNE (1997) with a Major in Mathematics and an Extended Major in Computer Science, I went on to obtain a raft of Cisco, Microsoft, and other ICT Certifications. I have also undertaken study to obtain two Masters Degrees, both from QUT; one in IT (DataComms) (M.Inf.Tech, 2005), with Majors in IT Security and IT Management; and the other in Business (MBA, 2006) with a Major in IT. Along the way I was also awarded a Post Graduate Diploma in IT and two Post Graduate Certificates in IT (one in IT Security, the other in IT Management). I have been awarded Prince2 Practitioner Certification, ITIL Certification, and also a Certificate II in Stock Market Trading and Investment Strategies, and am currently pursuing MSP and Project Management Institute (PMP) Certification and further Cisco, Microsoft, and other leading ICT Certifications. Level and breadth of Education and ICT and Business Skills acquired from designing ICT Networks to administering Enterprise Database Systems and Networks to running ICT Programmes, Projects, and Departments is rarely matched by other candidates.

EDUCATION AND QUALIFICATIONS

Master of Business Administration (MBA)	Queensland University of Technology	2006
Master of Information Technology (Data Communications) (M.Inf.Tech-DataComms)	Queensland University of Technology	2005
Bachelor of Science (B.Sc.)	University Of New England	1997
Graduate Diploma of Information Technology (Grad.Dip.Inf.Tech)	Queensland University of Technology	2004
Graduate Certificate of Information Technology (Management) (Grad.Cert.Inf.Tech-Management)	Queensland University of Technology	2005
Graduate Certificate of Information Technology (Security) (Grad.Cert.Inf.Tech-Security)	Queensland University of Technology	2003
Prince2 Practitioner	APMG-International (P2R/A095808)	2013
Prince2 Foundations	APMG-International (P2R/A095808)	2013
Certification II in Stock Market Trading and Investment Strategies		2006
Cisco Certified Network Professional – Enterprise	Cisco Systems, Inc (CSCO10174474)	2020
Cisco Certified Network Professional – Routing and Switching	Cisco Systems, Inc (CSCO10174474)	2009
Cisco Certified Specialist – Enterprise Advanced Infrastructure Implementation	Cisco Systems, Inc (CSCO10174474)	2020
Cisco Certified Specialist – Enterprise Core	Cisco Systems, Inc (CSCO10174474)	2020

Cisco Certified Specialist – Security Identity Management Implementation	Cisco Systems, Inc (CSCO10174474)	2020
Cisco IOS Security Specialist	Cisco Systems, Inc (CSCO10174474)	2013
Cisco Certified Design Associate	Cisco Systems, Inc (CSCO10174474)	2018
Cisco Certified Network Associate	Cisco Systems, Inc (CSCO10174474)	2020
Cisco Certified Network Associate – Security	Cisco Systems, Inc (CSCO10174474)	2008
Cisco Certified Network Associate – Routing and Switching	Cisco Systems, Inc (CSCO10174474)	2013
Cisco Certified Entry Network Technician	Cisco Systems, Inc (CSCO10174474)	2008
Committee on National Security Systems 4011 Recognition		2013
ITIL Foundations	APMG	2006
Data Centre University Certified Associate	APC University	2007
National OH&S Construction Induction	NSW Government	2011

CURRENT FURTHER STUDIES

- MSP Certification with APMG-International.
- PMP Certification with the Project Management Institute.
- CISCO Certification at the Security Professional (CCNP Security) and Data Centre Professional (CCNP Data Centre) levels, as well as various Specialities.

EMPLOYMENT HIGHLIGHTS

(Non-chronological order)

CIO/Group IT Manager Winson Group	BRISBANE, Australia – 2008
Senior Project Manager Department of Trade and Investment, Regional Infrastructure and Services	ORANGE, Australia – 2011
Project Manager Orange Base Hospital	ORANGE, Australia – 2011
Project Manager Shared Information Solutions	BRISBANE, Australia – 2007
Project Manager Department of Primary Industries and Fisheries Fire Ant Control Centre	BRISBANE, Australia – 2002
Assistant IT Manager / Senior Network Administrator BFIT	KUALA LUMPUR, Malaysia – 2001
Acting IT Manager / Network Administrator / DBA Caterair	BRISBANE, Australia – 2000
ICT Small Business Consultant Various	BRISBANE, Australia – 2012-2020
Senior (Cisco) Data Comms and Security Engineer Newbase	BRISBANE, Australia – 2010
Network / Windows 2003 System Architect Cardno	BRISBANE, Australia – 2006
System Architect, QTask Replacement Project QBuild	BRISBANE, Australia – 2004
Security Architect, Windows 2003 Server Common Office Environment Project Queensland Department of Transport and Main Roads	BRISBANE, Australia – 2005

**MS-SQLDBA, MS-SQL Cluster Project
UniTAB**

BRISBANE, Australia – 2003

**Senior Team Leader, Project Diary (Y2K)
Department of Defence**

BRISBANE, Australia – 1999

See Appendix 1 for Professional History in Detail

CURRENT MEMBERSHIPS

- Senior Member of the Australian Computer Society.
- Member of the Brisbane Executive Club.

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INDUSTRY EXPERIENCE – A SUMMARY

- Business Services
- Computers and Electronics
- Education
- Government
- Healthcare, Pharmaceuticals, and Biotech
- Manufacturing
- Non-Profit
- Cloud
- Internet
- Software

SPECIALIST EXPERIENCE – AN OVERVIEW

- ICT Governance
- ICT Business Governance
- ICT Strategy
- ICT Management
- ICT Business Management
- ICT Programme/Project Management
- MSP
- Prince2
- PMBOK
- ICT Planning and Execution
- ICT Security
- Data Communications
- DevOps
- Computer Forensics
- Knowledge Management
- Cisco Technologies
- Microsoft Technologies
- Linux (RHEL) Technologies
- Software Development Methodologies
- ITIL
- Business Administration
- Troubleshooting
- Information Technology

See Appendix 2 for SFIA Skills Profile

**INTERNATIONAL EXPERIENCE CAPTURED
COUNTRIES WORKED IN**

- Australia
- Malaysia

OVERVIEW OF LEADERSHIP STYLE

Practices Flexible Macro-Leadership, not Micro-Management. The people we lead are professionals (especially in the ICT space) and deserve to be treated as professionals and as adults. However, some people require more mentoring and more detailed supervision than others. Similarly, some situations require an autocratic leadership style while others require a more democratic style. Either way, I am the Leader and I encourage others to follow my vision and the vision of our organisation.

PERSONAL STRENGTHS:

- Tenacious
- Easy-Going
- Forthright
- Confident
- Leadership
- Competent
- Decisive
- Direct
- Precise
- Logical
- Self-Starter

PERSONAL VALUES INCLUDE:

- Loyalty, Competence, Leadership
- Build businesses around customers
- See change as evolution crucial for industry leadership
- Develop leadership and self-belief
- Promote thought leadership, brainstorming and the open, continual sharing of ideas
- Appreciate the contributions of all stakeholders no matter how small

OTHER ITEMS OF NOTE

**Private (Officer Candidate), NEU Company, Sydney University Regiment
Australian Army Reserves**

Armidale, Australia – 1988-1989

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CONTACT DETAILS

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References available upon request post first interview.

APPENDIX 1 – DETAILED PROFESSIONAL HISTORY (In Chronological Order)

Medical Leave, Australia – September 2020-Present

Received a kidney transplant in late September 2020 and spent the next several month recovering.

Programme/Project Manager – LPak Community Programme/Project – Fantasy Grounds Online Community – 2015-2020

The LPak Community Programme/Project was a voluntary, community-based and -run series of projects designed to provide foreign language translations for the Fantasy Grounds software package. Staffed completely by volunteers from the Fantasy Grounds Community and existing entirely online, the Programme/Project Team was spread around the world and across practically all time-zones, and provided the LPaks that it produced completely free of charge to their fellow Community members.

- **Responsibilities:** Fully responsible for the Programme/Project Management and the delivery of LPaks to the Community. Fully responsible for the design of the Programme/Project, the design of the LPak Framework, and the design and implementation of the Programme/Project and its associated resources. Fully responsible for the coordination of the Programme/Project's Team of volunteer translators.
- **Achievements:** Successfully Lead and Managed the Programme/Project. Successfully developed the Programme/Project Framework and all associated Programme/Project Artefacts, resulting in an ongoing successful Programme/Project.

ICT Small Business Consultant –Various, BRISBANE, Australia – 2012-September 2020

Consulted to a variety of small businesses in the greater Brisbane area in the ICT/Business space. Typical durations were 1-2 days.

Senior Project Manager – Department of Trade and Investment, Regional Infrastructure and Services, ORANGE, Australia – 2011

Formed in April 2011, NSW Department of Trade and Investment, Regional Infrastructure and Services is designed to focus and strengthen NSW government services to provide maximum benefit to the state and to provide a strong customer service culture in all areas of service delivery. Formed from such departments as Agriculture, Fisheries, Mining, Tourism, State and Regional Development, and Energy (to name but a few), the Department's portfolio of activates covers a vast range of industry sectors.

- **Responsibilities:** Fully responsible for the project management of the integration of the State and Regional Development and Tourism department into DTIRIS, including Developing Project Plans, Schedules, Issue Register and other, similar Project Artefacts. Fully responsible for all technical, budgetary and HR issues within the project, a multi-stream set of activities including (but not limited to) PC Deployment, Network Upgrades, Software Integration, Procurement, Vendor Liaison, Server Relocations, and eMail System Migrations. The project had a budget of \$1.1M and a staff of 26.
- **Achievements:** Successfully Lead and Managed the Project. Successfully developed all Project Artefacts, resulting in a successful completion of the Project to the satisfaction of Senior Management and Staff.

Project Manager –Orange Base Hospital, ORANGE, Australia – 2011

A new Base Hospital was built in the rural city of Orange, NSW, during late 2010 and early 2011. This \$214 million capital investment by the NSW Government included a new Base Hospital, two new Mental Health facilities, and the upgrade/re-configuration of four existing buildings for a mixed use of mental health facilities and hospital administration. The PC and Printer Roll-Out and Re-Deployment Project, valued at approx. \$1.3 million, was part of this new hospital build.

- **Responsibilities:** Fully responsible for the project management of the PC and Printer Rollout and Re-Deployment Project at the new Orange Base Hospital, including Developing Project Plans, Schedules, Issue Register, and other similar Project Artefacts. Fully responsible for all technical, budgetary, and HR issues within the project. The

project had a budget of \$1.3M and a staff of 17. In addition, significant project management assistance was provided to sister ICT projects and project managers involved with other aspects of the ICT component of the hospital build. This included (but was not limited to) VoIP system, Network Infrastructure Rollout and Configuration, Server Rollout and Re-Deployment, Software Integration, Biomedical Integration, and Vendor Liaison.

- **Achievements:** Successfully Lead and Managed the Project. Successfully developed all Project Artefacts, resulting in a successful completion of the Project to the satisfaction of Senior Management and Staff.

Senior (Cisco) Data Comms and Security Engineer – Newbase, BRISBANE, Australia – 2010

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Newbase are a long standing provider of high quality information technology solutions to organisations across a range of industries. Based in Brisbane, Queensland, Newbase works with leading hardware and software vendors to use their products as part of the solutions that they provide.

- **Responsibilities:** Fully responsible for Needs Analysis and Design of network architecture and security, integration, and installation of Cisco-based LAN and WAN Infrastructures for a variety of Small, Medium, and Enterprise-sized clients.
- **Achievements:** Successfully completed all duties to full expectations of Senior Management.

Sabbatical/Study/Travel, Australia – 2009

Took time out to do some Information Technology related study and to travel throughout Australia.

CIO/Group IT Manager – Winson Group, BRISBANE, Australia – 2008

The Winson Group is a geographically diverse national manufacturer of both paper and plastic products with offices in Brisbane, Cairns, Sydney, and Melbourne. The Winson Group has an annual turnover in excess of \$150M and a staff of approximately 400.

- **Responsibilities:** Fully responsible for leading both the Strategic Direction of the Group's ICT and the day-to-day leadership of the ICT Department, a Microsoft-based environment. Fully responsible for all technical, budgetary (including P&L), and HR issues within the department. Fully responsible for the Disaster Recovery and Prevention/Business Continuity Management of the Department and adviser to other Departments. The ICT Department has an annual budget of approximately \$500K and a staff of 3.
- **Achievements:** Successfully Lead the Department. Successfully developed Strategic Plans for the ICT Environment and implemented a number of Best Practice and Best Fit improvements, resulting in a Strategic Competitive Advantage for the Winson Group.

Project Manager – Shared Information Solutions, BRISBANE, Australia – 2007

Shared Information Solutions (now known as Information Services) is the IT arm of the Queensland Government's Department of Communities, tasked with supporting all ICT aspects for the Department.

- **Responsibilities:** Fully responsible for leading the SQL Server Consolidation Project, including Developing Policies and Procedures for the Department's MS-SQL Environment. Fully responsible for all technical, budgetary, and HR issues within the project. Fully responsible for the Disaster Recovery and Prevention/Business Continuity Management of the Project and adviser to other members of the Department. The project had a budget of \$1.25M and a staff of 4.
- **Achievements:** Successfully lead the Project. Successfully developed all Project Artefacts, resulting in a successful completion of the Project to the satisfaction of Senior Management and Staff. All Policies and Procedures were accepted by Senior Executive and Staff.

Network/Windows 2003 System Architect – Cardno, BRISBANE, Australia – 2006

Cardno is an International engineering firm delivering a wide range of professional engineering services and international development assistance capabilities. Cardno partners with a diverse range of clients in both the public and private sector to deliver effective and comprehensive solutions.

- **Responsibilities:** Fully responsible for leading the Design of the Security and Active Directory for Cardno’s international network. Advised the business on Disaster Recovery and Prevention/Business Continuity.
- **Achievements:** Successfully completed all duties to full expectations of Senior Management.

Security Architect, Windows 2003 Server Common Office Environment Project – Queensland Department of Transport and Main Roads, BRISBANE, Australia – 2005

The Department of Transport and Main Roads moves and connects people, places, goods and services safely, efficiently and effectively across Queensland. With a staff of over 10,000 they plan, manage and deliver Queensland’s integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

- **Responsibilities:** Fully responsible for Security Design of new Windows 2003 Server Network and Development of automated Windows 2003 installations.
- **Achievements:** Project completed successfully to full expectations of Senior Management.

System Architect, QTask Replacement Project – QBuild, BRISBANE, Australia – 2004

QBuild is the leading provider of construction and strategic building maintenance services for the Queensland Government. Through an extensive state-wide network, QBuild plans and delivers maintenance, construction services and facilities management across Queensland. Employing over 2,500 staff working from 13 offices QBuild provides security, cleaning, and horticultural services, manages Brisbane's Roma Street Parkland sub-tropical gardens, and has a pivotal role in meeting government community service obligations in the areas of apprentice training and response to natural disaster relief.

- **Responsibilities:** Fully responsible for Design of Work Dispatching System comprising of Visual QSM, Message Manager, MS-SQL 2003, and Windows Server 2003.
- **Achievements:** Project deemed a great success by Users, Management, and Project Team. 0% problems occurred during “Go-Live”.

MS-SQLDBA, MS-SQL Cluster Project – UniTAB, BRISBANE, Australia – 2003

UniTAB is a member of the Tatts Group of companies and the leading provider of totalisator and fixed odds betting products in Queensland, South Australia, and the Northern Territory via retail outlets, hotels and clubs, telephone and internet.

- **Responsibilities:** Fully responsible for Implementation of MS-SQL 2000 Cluster and Design and Implementation of new SQL Security Policy.
- **Achievements:** Project completed successfully to full expectations of Senior Management.

IT Project Manager – Department of Primary Industries and Fisheries Fire Ant Control Centre, BRISBANE, Australia – 2002

The Fire Ant Control Centre, FACC, (now known as the Biosecurity Queensland Control Centre, BQCC) is the sub-Department set up by the Queensland State Government to contain and eradicate the Fire Ant infestation of south-east Queensland. Staffed by some 650 scientists and administrators seconded from the parent Department of Primary Industries and Fisheries the FACC is tasked with finding, treating and containing fire ants.

- **Responsibilities:** Fully responsible for leading the Fire Ant Information System (FAIS) Re-Development Project, which involved the re-design and re-implementation of the FAIS with existing and new infrastructure and software (both “off the shelf” and developed “in house”). Fully responsible for all technical, budgetary, and HR

issues within the project. Fully responsible for the Disaster Recovery and Prevention/Business Continuity Management of the Project and adviser to other members of the Department. The project had a budget of \$500K and a staff of 4.

- **Achievements:** Re-development was high risk, high profile, and minimum time-frame that were part of the larger FAIS Project. Project absolutely had to be successfully completed by the projected end-date so as to allow for the re-commencement of the Fire Ant Eradication Treatments. Re-development Project was deemed by Senior Management as a complete success.

Assistant Manager/Senior Network Administrator – BFIT, KUALA LUMPUR, Malaysia – 2001

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BFIT is the ICT arm of the Business Focus Group (BFG), Malaysia, a conglomerate of diverse interests including construction, manufacturing, real estate, mining, and other heavy industry.

- **Responsibilities:** Fully responsible for leading BFIT's ICT Infrastructure, Help Desk, and Biometric Security System teams and Junior Network Administrators. Fully responsible for Monitoring, Optimisation, Backup/Recovery, and Documentation of BFIT's systems. Fully responsible for performing as the ICT Manager when the ICT Manager was not present, including technical, budgetary, and HR issues. Fully responsible for the Disaster Recovery and Prevention/Business Continuity Management of the Department and adviser to other Departments. BFIT had an annual budget of approximately \$2M and a staff of 21.
- **Achievements:** Successfully lead the teams responsible for implementation of a Bio-Scan Biometric Security System and for the submission of a successful \$10M IT Tender. Successfully completed all duties to full expectations of Senior Management.

Acting IT Manager/Network Administrator/DBA – Caterair, BRISBANE, Australia – 2000

Caterair Flight Catering was a national company with offices in Sydney, Brisbane, and Cairns. With a staff of over 300 Caterair was involved with all aspects of preparing meals and cleaning of aircraft for Qantas, Singapore Airlines, and many others. Caterair has since been purchase by Qantas Flight Catering.

- **Responsibilities:** Fully responsible for leading Caterair's ICT Department and Junior Network Administrators located at head office and at remote locations. Fully responsible for the Infrastructure and Database Environments. Fully responsible for all technical, budgetary, and HR issues within the department. Fully responsible for the Disaster Recovery and Prevention/Business Continuity Management of the Department and adviser to other Departments. Caterair's ICT Department had an annual budget of approximately \$800K and a staff of 5.
- **Achievements:** Successfully lead the implementation a new Tape Backup Routine using Cheyenne's Arcserv product, in addition to all other duties. Halfway during the appointment Caterair's ICT Manager went on Maternity Leave, resulting in an Acting IT Manager component being added to the role. Successfully lead the ICT Department from that point, including budget, HR, and technical responsibilities to full expectations of Senior Management.

Senior Team Leader, Project Diary (Y2K) – Department of Defence, BRISBANE, Australia – 1999

Project Diary was the Australian Department of Defence's Year 2000 Upgrade Project, consisting of (locally) two teams of 20 individuals performing desktop and server roll-outs and configurations of some 600+ Windows NT 4 Workstations and 30+ Windows NT Servers, plus a complimentary roll-out and configuration of 20+ Cisco networking devices (routers and switches).

- **Responsibilities:** Fully responsible for leading Rollout Team, Preliminary vetting of potential Team Members, and Construction of COEs/SOEs.
- **Achievements:** Successfully completed all duties to expectations of the Project Manager. A substantial hourly rate increase was awarded mid-contract due to performing duties "above and beyond" management expectations.

APPENDIX 2 – SFIA SKILLS PROFILE

SFIA is owned and managed by the SFIA Foundation, a not-for-profit organisation. Full details on the SFIA Framework, Skills, and Competency Levels are contained in *SFIA 8 Framework Reference* available free from the SFIA Foundation website: www.sfia-online.org.

Category	Sub-Category	Skill	Code	Levels	Competency	
Strategy & Architecture	Advice & Guidance	Consultancy	CNSL	4-7	6	
		Methods & Tools	METL	3-6	5	
		Specialist Advice	TECH	4-6	6	
	Governance, Risk & Compliance	Audit	Audit	AUDT	3-7	5
			Governance	GOVN	6-7	7
			Quality Assurance	QUAS	3-6	5
			Quality Management	QUMG	3-7	5
	Security & Privacy	Risk Management	Risk Management	BURM	3-7	6
			Information Assurance	INAS	3-7	6
			Information Security	SCTY	3-7	6
			Personal Data Protection	PEDP	5-6	5
	Strategy & Planning	Threat Intelligence	Threat Intelligence	THIN	2-6	4
			Vulnerability Research	VURE	3-6	4
			Continuity Management	COPL	2-6	5
			Demand Management	DEMM	5-6	5
			Emerging Technology Monitoring	EMRG	4-6	5
			Enterprise & Business Architecture	STPL	5-7	6
			Financial Management	FMIT	4-6	4
			Information Management	IRMG	4-7	6
			Information Systems Co-Ordination	ISCO	6-7	6
			Innovation	INOV	5-7	6
			Investment Appraisal	INVA	4-6	4
			Measurement	MEAS	3-6	4
Research			RSCH	2-6	4	
Solution Architecture	ARCH	4-6	6			
Strategic Planning	ITSP	5-7	7			
Sustainability	SUST	4-6	4			
Change & Transformation	Change Analysis	Acceptance Testing	BPTS	2-6	5	
		Business Modelling	BSMO	2-6	2	
		Business Situation Analysis	BUSA	3-6	5	
		Feasibility Assessment	FEAS	3-6	5	
		Requirements Definition & Management	REQM	2-6	5	
	Change Implementation	Portfolio Management	Portfolio Management	POMG	5-7	5
			Portfolio, Programme & Project Support	PROF	2-6	6
			Programme Management	PGMG	6-7	6
			Project Management	PRMG	4-7	7
	Change Planning	Benefits Management	Benefits Management	BENM	5-6	6
			Business Process Improvement	BPRE	5-7	5
			Organisation Design & Implementation	ORDI	4-7	5
			Organisational Capability Development	OCDV	5-7	6
Organisational Change Management	CIPM	3-6	6			

Category	Sub-Category	Skill	Code	Levels	Competency
Development & Implementation	Content Management	Content Authoring	INCA	1-6	4
		Content Publishing	ICPM	1-6	5
		Knowledge Management	KNOW	2-7	7
	Computational Science	High-Performance Computing	HPCC	4-7	N/A
		Numerical Analysis	NUAN	4-7	N/A
		Scientific Modelling	SCMO	4-7	N/A
	Data & Analytics	Business Intelligence	BINT	2-5	3
		Data Engineering	DENG	2-6	4
		Data Management	DATM	4-6	5
		Data Modelling & Design	DTAN	2-5	4
		Data Science	DATS	2-7	2
		Data Visualisation	VISL	3-5	3
		Database Administration	DBAD	2-5	5
		Database Design	DBDS	2-5	5
	Systems Development	Machine Learning	MLNG	2-6	2
		Animation Development	ADEV	3-6	N/A
		Hardware Design	HWDE	3-6	N/A
		Network Design	NTDS	3-6	6
		Product Management	PROD	3-6	N/A
		Programming/Software Development	PROG	2-6	5
		Radio Frequency Engineering	RFEN	2-6	3
		Real-time/Embedded Systems Development	RESD	2-6	N/A
		Safety Assessment	SFAS	4-6	N/A
		Safety Engineering	SFEN	3-6	N/A
		Software Configuration	PORT	3-6	5
		Software Design	SWDN	2-6	5
		System & Software Life Cycle Engineering	SLEN	4-7	5
		System Design	DESN	3-6	5
Systems Development Management		DLMG	5-7	6	
Systems Integration & Build	SINT	2-6	5		
Testing	TEST	1-6	4		
User Experience	User Experience Analysis	UNAN	3-5	4	
	User Experience Design	HCEV	3-6	3	
	User Experience Evaluation	USEV	2-6	2	
	User Research	URCH	3-6	N/A	
Delivery & Operation	Security Services	Digital Forensics	DGFS	3-6	5
		Penetration Testing	PENT	3-6	4
		Security Operations	SCAD	1-6	5
		Vulnerability Assessment	VUAS	2-5	4
	Service Management	Asset Management	ASMG	2-6	5
		Availability Management	AVMT	4-6	5
		Capacity Management	CPMG	4-6	5
		Change Control	CHMG	2-6	5
		Incident Management	USUP	2-5	5
		Problem Management	PBMG	3-5	5
		Service Acceptance	SEAC	4-6	5
		Service Catalogue Management	SCMG	3-5	N/A
	Service Level Management	SLMO	2-7	6	
	Technology Management	Application Support	ASUP	2-5	5
		Configuration Management	CFMG	2-6	6
		Facilities Management	DCMA	3-6	5
		IT Infrastructure	ITOP	1-5	5
		Network Support	NTAS	2-5	5
		Release & Deployment	RELM	3-6	5
		Storage Management	STMG	3-6	5
System Installation & Removal		HSIN	1-5	5	
System Software		SYSP	3-5	5	
Technology Service Management	ITMG	5-7	6		

Category	Sub-Category	Skill	Code	Levels	Competency
People & Skills	People Management	Employee Experience	EEXP	4-6	6
		Organisational Facilitation	OFCL	4-6	6
		Performance Management	PEMT	4-6	6
		Professional Development	PDSV	4-6	4
		Resourcing	RESC	3-6	5
		Workforce Planning	WFPL	4-6	5
	Skills Management	Certification Scheme Operation	CSOP	2-6	N/A
		Competency Assessment	LEDA	3-6	4
		Learning & Development Management	ETMG	3-7	4
		Learning Delivery	ETDL	2-5	4
		Learning Design & Development	TMCR	3-5	4
		Subject Formation	SUBF	4-7	N/A
		Teaching	TEAC	2-7	4
Relationships & Engagement	Sales & Marketing	Marketing	MKTG	2-6	2
		Sales Support	SSUP	1-6	5
		Selling	SALE	3-6	N/A
	Stakeholder Management	Business Administration	ADMN	1-6	6
		Contract Management	ITCM	3-6	6
		Customer Service Support	CSMG	1-6	5
		Sourcing	SORC	2-7	5
		Stakeholder Relationship Management	RLMT	4-7	6
		Supplier Management	SUPP	2-7	5