



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	Competency/Area	Configuration Management	Conflict Management	Consultancy	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques	
Information and Systems Technology - Senior Management																															
IT-RD-001M																															
IT-RD-002M																															
IT-RD-003M																															
IT-RD-004M																															
IT-RD-088M																															
IT-RD-014E																															
IT-RD-022E																															
IT-RD-037E																															
IT-RD-086E																															
IT-RD-005M																															
IT-RD-082M																															
IT-RD-006M																															
IT-RD-007M																															
IT-RD-008M																															
IT-RD-009M																															
IT-RD-010M																															
IT-RD-011M																															

Business Process, Knowledge and Information Management

Business Information Management																															
IT-RD-052M																															
IT-RD-053X																															
IT-RD-055X																															
IT-RD-054X																															



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Levels

		Database Administration	Database Architecture	Database Modelling and Design	Database Software	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware
Information and Systems Technology - Senior Management		IT-RD-001M	Chief Information Officer																										
		IT-RD-002M	Information Technology Executive / Director																										
		IT-RD-003M	Business Unit Manager																										
		IT-RD-004M	MIS Manager																										
		IT-RD-088M	IT Portfolio Manager																										
		IT-RD-014E	Executive Head: Applications Development																										
		IT-RD-022E	Executive Head: Applications Support																										
		IT-RD-037E	Executive Head: Operations/Production																										
		IT-RD-086E	Executive Head: Enterprise Data Management																										
		IT-RD-005M	Head of Business Support / Senior Manager: Business Support																										
		IT-RD-082M	Head of Business Application Development																										
		IT-RD-006M	Head of Business Service Delivery / Senior Manager: Business Service Delivery																										
		IT-RD-007M	Head of Customer Relationship Management / Senior Manager: Customer Relationship Management																										
		IT-RD-008M	Head of Business Process, Knowledge and Information Management																										
		IT-RD-009M	Head of Enterprise Architecture / Senior Manager: Enterprise Architecture																										
		IT-RD-010M	Head of Projects, Governance & Contingency / Senior Manager Projects, Governance & Contingency																										
		IT-RD-011M	Head of IT Support Services / Senior Manager: IT Support Services																										
Business Process, Knowledge and Information Management																													
Business Information Management																													
		IT-RD-052M	Manager: Enterprise Information Management																										
		IT-RD-053X	Enterprise Intelligence Architect																										
		IT-RD-055X	Knowledge and Information Architect																										
		IT-RD-054X	e-Business / e-Commerce Architect																										



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	National/International Standards	Negotiation	Network Engineering	Network Traffic Analysis	Networking / Relationship Building	Networking and Communications	Operating Systems	Operations Management	Organisation Design	Organisation Development	Organisational and Environmental Awareness	Own Organisations' Products and Services	Partnering	People Management	Performance Management	Planning and Implementation	Planning and Organising	Problem Management	Problem Solving and Decision Making	Procurement	Product Evaluation and Selection	Programming Languages	Project Management Methodologies	Project Management Processes	Project Planning and Control	Project Risk Management	Quality Management	
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	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery	Service Level	Software Engineering	Software Metrics	Software Testing	Standards Writing	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications Protocols	Third Party Products and Services	Time Management	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams	
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IT-RD-087M	Manager: Enterprise Data Management	Database Administration	Database Architecture	Database Modelling and Design	Database Software	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware
IT-RD-059X	Manager: Data Architect																												
IT-RD-083M	Manager: Data Quality																												
IT-RD-103A	Data and Information Quality Analyst																												
IT-RD-104A	Data and Information Quality Officer																												
IT-RD-086M	Manager: Data Warehouse																												
IT-RD-085A	Cybrarian																												
Business Process Management																													
IT-RD-056M	Manager: Business Process Management																												
IT-RD-057X	Business Process Architect																												
IT-RD-105A	Business Process Engineer																												
Enterprise Architecture																													
IT-RD-106X	Enterprise Architect																												
IT-RD-058X	Systems Architect																												
IT-RD-060X	Technical Architect																												
IT-RD-061X	Network / Communications Architect																												
IT-RD-107X	Domain Architect																												
IT-RD-108X	Solutions Architect																												
Business Support																													
Applications / Systems Management																													
IT-RD-012M	Manager: Applications / Systems																												
IT-RD-013T	Team Leader: Business Analysis																												
IT-RD-013S	Business Analyst - Senior																												
IT-RD-013A	Business Analyst																												
IT-RD-013J	Business Analyst - Trainee																												
Systems/Applications Development																													
IT-RD-014M	Manager: Application Development																												
IT-RD-015T	Team Leader: Application Development																												
IT-RD-016S	Systems Designer - Senior																												
IT-RD-016A	Systems Designer																												
IT-RD-017S	Analyst-Programmer / Analyst-Developer - Senior																												
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IT-RD-019S	Designer / Web Designer - Senior																																							
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IT-RD-110S	Configuration Specialist - Senior																																							
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IT-RD-111S	Configurer - Senior																																							
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IT-RD-080M	Manager: Quality Assurance																																							
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IT-RD-113M	Manager: Application Support																																							
IT-RD-022T	Team Leader: Application Support																																							
IT-RD-022S	Application / System Specialist - Senior																																							
IT-RD-022A	Application / System Specialist																																							
IT-RD-114S	Support Analyst-Programmer/Analyst-Developer Snr																																							
IT-RD-114A	Support Analyst-Programmer / Analyst-Developer																																							
IT-RD-115S	Support Programmer / Developer - Senior																																							
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IT-RD-116S	Support Designer / Web Designer - Senior																																							
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IT-RD-022A	Application / System Specialist																													
IT-RD-114S	Support Analyst: Programmer/Analyst-Developer Snr																													
IT-RD-114A	Support Analyst: Programmer / Analyst-Developer																													
IT-RD-115S	Support Programmer / Developer - Senior																													
IT-RD-115A	Support Programmer / Developer																													
IT-RD-115J	Support Programmer / Developer - Trainee																													
IT-RD-116S	Support Designer / Web Designer - Senior																													
IT-RD-116A	Support Designer / Web Designer																													
IT-RD-116J	Support Designer / Web Designer - Trainee																													
IT-RD-117T	Team Leader: Configuration Support																													
IT-RD-118S	Support Configuration Specialist - Senior																													



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	Competency/Area	Configuration Management	Conflict Management	Consistency	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques																				
IT-RD-118A																																																		
IT-RD-119S																																																		
IT-RD-119A																																																		
IT-RD-119J																																																		
Business Service Delivery																																																		
IT-RD-089M																																																		
Domain Manager/Technical Specialist: Infrastructure																																																		
IT-RD-090A																																																		
Product Manager/Technical Specialist: Infrastructure																																																		
Second-Level Support																																																		
IT-RD-025M																																																		
Manager: Second Level Support																																																		
IT-RD-026X																																																		
Technical Specialist: Network Engineering																																																		
IT-RD-026T																																																		
Team Leader: Network/Communication Engineering																																																		
IT-RD-026S																																																		
Network/Communications Engineer - Senior																																																		
IT-RD-026A																																																		
Network/Communications Engineer																																																		
IT-RD-027X																																																		
Technical Specialist: Systems Engineering																																																		
IT-RD-027T																																																		
Team Leader: Systems Engineering																																																		
IT-RD-027S																																																		
Systems Engineer - Senior																																																		
IT-RD-027A																																																		
Systems Engineer																																																		
IT-RD-120X																																																		
Technical Specialist: Security Engineering																																																		
IT-RD-120T																																																		
Team Leader: Security Engineering																																																		
IT-RD-120S																																																		
Security Engineer - Senior																																																		
IT-RD-120A																																																		
Security Engineer																																																		
Enterprise Systems Management (ESM)																																																		
IT-RD-081M																																																		
Manager: Enterprise Systems Management																																																		
IT-RD-028T																																																		
Team Leader: Systems Administration																																																		
IT-RD-028S																																																		
Systems Administrator - Senior																																																		
IT-RD-028A																																																		
Systems Administrator																																																		
IT-RD-028J																																																		
Systems Administrator - Trainee																																																		
IT-RD-029T																																																		
Team Leader: Network Administration																																																		
IT-RD-029S																																																		
Network Administrator - Senior																																																		

Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Database Administration	Database Architecture	Database Modelling and Design	Database Software	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware
IT-RD-118A																												
IT-RD-119S																												
IT-RD-119A																												
IT-RD-119J																												
Business Service Delivery																												
IT-RD-089M																												
Domain Manager/Technical Specialist: Infrastructure																												
IT-RD-090A																												
Product Manager/Technical Specialist: Infrastructure																												
Second-Level Support																												
IT-RD-025M																												
Manager: Second Level Support																												
IT-RD-026X																												
Technical Specialist: Network Engineering																												
IT-RD-026T																												
Team Leader: Network/Communication Engineering																												
IT-RD-026S																												
Network/Communications Engineer - Senior																												
IT-RD-026A																												
Network/Communications Engineer																												
IT-RD-027X																												
Technical Specialist: Systems Engineering																												
IT-RD-027T																												
Team Leader: Systems Engineering																												
IT-RD-027S																												
Systems Engineer - Senior																												
IT-RD-027A																												
Systems Engineer																												
IT-RD-120X																												
Technical Specialist: Security Engineering																												
IT-RD-120T																												
Team Leader: Security Engineering																												
IT-RD-120S																												
Security Engineer - Senior																												
IT-RD-120A																												
Security Engineer																												
Enterprise Systems Management (ESM)																												
IT-RD-081M																												
Manager: Enterprise Systems Management																												
IT-RD-028T																												
Team Leader: Systems Administration																												
IT-RD-028S																												
Systems Administrator - Senior																												
IT-RD-028A																												
Systems Administrator																												
IT-RD-028J																												
Systems Administrator - Trainee																												
IT-RD-029T																												
Team Leader: Network Administration																												
IT-RD-029S																												
Network Administrator - Senior																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	National/International Standards	Negotiation	Network Engineering	Network Traffic Analysis	Networking / Relationship Building	Networking and Communications	Operating Systems	Operations Management	Organisation Design	Organisation Development	Organisational and Environmental Awareness	Own Organisations' Products and Services	Partnering	People Management	Performance Management	Planning and Implementation	Planning and Organising	Problem Management	Problem Solving and Decision Making	Procurement	Product Evaluation and Selection	Programming Languages	Project Management Methodologies	Project Management Processes	Project Planning and Control	Project Risk Management	Quality Management		
IT-RD-118A	Support Configuration Specialist																												
IT-RD-119S	Support Configurer - Senior																												
IT-RD-119A	Support Configurer																												
IT-RD-119J	Support Configurer - Trainee																												
Business Service Delivery																													
IT-RD-089M	Domain Manager/Technical Specialist: Infrastructure																												
IT-RD-090A	Product Manager/Technical Specialist: Infrastructure																												
Second-Level Support																													
IT-RD-025M	Manager: Second Level Support																												
IT-RD-026X	Technical Specialist: Network Engineering																												
IT-RD-026T	Team Leader: Network/Communication Engineering																												
IT-RD-026S	Network/Communications Engineer - Senior																												
IT-RD-026A	Network/Communications Engineer																												
IT-RD-027X	Technical Specialist: Systems Engineering																												
IT-RD-027T	Team Leader: Systems Engineering																												
IT-RD-027S	Systems Engineer - Senior																												
IT-RD-027A	Systems Engineer																												
IT-RD-120X	Technical Specialist: Security Engineering																												
IT-RD-120T	Team Leader: Security Engineering																												
IT-RD-120S	Security Engineer - Senior																												
IT-RD-120A	Security Engineer																												
Enterprise Systems Management (ESM)																													
IT-RD-081M	Manager: Enterprise Systems Management																												
IT-RD-028T	Team Leader: Systems Administration																												
IT-RD-028S	Systems Administrator - Senior																												
IT-RD-028A	Systems Administrator																												
IT-RD-028J	Systems Administrator - Trainee																												
IT-RD-029T	Team Leader: Network Administration																												
IT-RD-029S	Network Administrator - Senior																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery	Service Level Management	Software Engineering	Software Metrics	Software Testing	Standards Writing	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications Protocols	Third Party Products and Services	Time Management	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams	
IT-RD-118A																													
IT-RD-119S																													
IT-RD-119A																													
IT-RD-119J																													
Business Service Delivery																													
IT-RD-089M																													
IT-RD-090A																													
Second-Level Support																													
IT-RD-025M																													
IT-RD-026X																													
IT-RD-026T																													
IT-RD-026S																													
IT-RD-026A																													
IT-RD-027X																													
IT-RD-027T																													
IT-RD-027S																													
IT-RD-027A																													
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IT-RD-029T																													
IT-RD-029S																													



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	CompetencyArea	Configuration Management	Conflict Management	Consultancy	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques																										
IT-RD-029A																																																								
IT-RD-029J																																																								
IT-RD-030X																																																								
IT-RD-030S																																																								
IT-RD-030A																																																								
IT-RD-031T																																																								
IT-RD-031S																																																								
IT-RD-031A																																																								
IT-RD-084T																																																								
IT-RD-084S																																																								
IT-RD-084A																																																								



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Database Administration	Database Architecture	Database Modelling and Design	Database Software Design	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware	
IT-RD-029A	Network Administrator																												
IT-RD-029J	Network Administrator - Trainee																												
IT-RD-030X	Database Support Specialist																												
IT-RD-030S	Database Administrator - Senior																												
IT-RD-030A	Database Administrator																												
IT-RD-031T	Team Leader: Messaging/Groupware																												
IT-RD-031S	Messaging/Groupware Administrator - Senior																												
IT-RD-031A	Messaging/Groupware Administrator																												
IT-RD-084T	Team Leader: Security Administration																												
IT-RD-084S	Security Administrator - Senior																												
IT-RD-084A	Security Administrator																												
	Computer Room / Bridge																												
IT-RD-037M	Manager: Operations/Production																												
IT-RD-038A	Job Scheduler																												
IT-RD-039A	Data I/O Controller																												
IT-RD-040S	Supervisor: Data Capture																												
IT-RD-040A	Data Capture / Terminal Operator																												
IT-RD-041T	Operations Shift Leader																												
IT-RD-041S	Computer Operator - Senior																												
IT-RD-041A	Computer Operator																												
IT-RD-041J	Computer Operator - Trainee																												
	Service Support																												
IT-RD-032A	Team Leader: Service Support																												
IT-RD-033A	ITIL Administrator																												
IT-RD-034A	Capacity Planner																												
IT-RD-035A	Facilities Management																												
IT-RD-036A	Service Level Administrator - Service Delivery																												
IT-RD-091S	Service Delivery Quality Specialist - Senior																												
IT-RD-091A	Service Delivery Quality Specialist																												
IT-RD-092S	Service Delivery Quality Officer - Senior																												
IT-RD-092A	Service Delivery Quality Officer																												
IT-RD-093T	Team Lead: IT Service Monitoring																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	National/International Standards	Negotiation	Network Engineering	Network Traffic Analysis	Networking / Relationship Building	Networking and Communications	Operating Systems	Operations Management	Organisation Design	Organisation Development	Organisational and Environmental Awareness	Own Organisations' Products and Services	Partnering	People Management	Performance Management	Planning and Implementation	Planning and Organising	Problem Management	Problem Solving and Decision Making	Procurement	Product Evaluation and Selection	Programming Languages	Project Management Methodologies	Project Management Processes	Project Planning and Control	Project Risk Management	Quality Management		
IT-RD-029A	Network Administrator																												
IT-RD-029J	Network Administrator - Trainee																												
IT-RD-030X	Database Support Specialist																												
IT-RD-030S	Database Administrator - Senior																												
IT-RD-030A	Database Administrator																												
IT-RD-031T	Team Leader: Messaging/Groupware																												
IT-RD-031S	Messaging/Groupware Administrator - Senior																												
IT-RD-031A	Messaging/Groupware Administrator																												
IT-RD-084T	Team Leader: Security Administration																												
IT-RD-084S	Security Administrator - Senior																												
IT-RD-084A	Security Administrator																												
	Computer Room / Bridge																												
IT-RD-037M	Manager: Operations/Production																												
IT-RD-038A	Job Scheduler																												
IT-RD-039A	Data I/O Controller																												
IT-RD-040S	Supervisor: Data Capture																												
IT-RD-040A	Data Capture / Terminal Operator																												
IT-RD-041T	Operations Shift Leader																												
IT-RD-041S	Computer Operator - Senior																												
IT-RD-041A	Computer Operator																												
IT-RD-041J	Computer Operator - Trainee																												
	Service Support																												
IT-RD-032A	Team Leader: Service Support																												
IT-RD-033A	ITIL Administrator																												
IT-RD-034A	Capacity Planner																												
IT-RD-035A	Facilities Management																												
IT-RD-036A	Service Level Administrator - Service Delivery																												
IT-RD-091S	Service Delivery Quality Specialist - Senior																												
IT-RD-091A	Service Delivery Quality Specialist																												
IT-RD-092S	Service Delivery Quality Officer - Senior																												
IT-RD-092A	Service Delivery Quality Officer																												
IT-RD-093T	Team Lead: IT Service Monitoring																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery Management	Service Level Management	Software Engineering	Software Metrics	Software Testing	Standards Writing Techniques	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications Protocols	Third Party Products and Services	Time Management Techniques	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams	
IT-RD-029A	Network Administrator																												
IT-RD-029J	Network Administrator - Trainee																												
IT-RD-030X	Database Support Specialist																												
IT-RD-030S	Database Administrator - Senior																												
IT-RD-030A	Database Administrator																												
IT-RD-031T	Team Leader: Messaging/Groupware																												
IT-RD-031S	Messaging/Groupware Administrator - Senior																												
IT-RD-031A	Messaging/Groupware Administrator																												
IT-RD-084T	Team Leader: Security Administration																												
IT-RD-084S	Security Administrator - Senior																												
IT-RD-084A	Security Administrator																												
	Computer Room / Bridge																												
IT-RD-037M	Manager: Operations/Production																												
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IT-RD-040A	Data Capture / Terminal Operator																												
IT-RD-041T	Operations Shift Leader																												
IT-RD-041S	Computer Operator - Senior																												
IT-RD-041A	Computer Operator																												
IT-RD-041J	Computer Operator - Trainee																												
	Service Support																												
IT-RD-032A	Team Leader: Service Support																												
IT-RD-033A	ITIL Administrator																												
IT-RD-034A	Capacity Planner																												
IT-RD-035A	Facilities Management																												
IT-RD-036A	Service Level Administrator - Service Delivery																												
IT-RD-091S	Service Delivery Quality Specialist - Senior																												
IT-RD-091A	Service Delivery Quality Specialist																												
IT-RD-092S	Service Delivery Quality Officer - Senior																												
IT-RD-092A	Service Delivery Quality Officer																												
IT-RD-093T	Team Lead: IT Service Monitoring																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	Competency/Area	Configuration Management	Conflict Management	Consultancy	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques	
IT-RD-094S																															
IT-RD-094A																															
IT-RD-094J																															
IT-RD-095T																															
IT-RD-096S																															
IT-RD-096A																															
IT-RD-097S																															
IT-RD-097A																															
IT-RD-098S																															
IT-RD-098A																															
IT-RD-100A																															
IT-RD-099S																															
IT-RD-099A																															
IT-RD-099J																															
IT-RD-102S																															
IT-RD-101A																															
IT-RD-102A																															
IT-RD-102J																															
User Support																															
First-Level Support																															
IT-RD-020M																															
IT-RD-021X																															
IT-RD-023T																															
IT-RD-023S																															
IT-RD-023A																															
IT-RD-023J																															
IT-RD-024T																															



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Database Administration	Database Architecture	Database Modelling and Design	Database Software	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware
IT-RD-094S																												
IT-RD-094A																												
IT-RD-094J																												
IT-RD-095T																												
IT-RD-096S																												
IT-RD-096A																												
IT-RD-097S																												
IT-RD-097A																												
IT-RD-098S																												
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IT-RD-100A																												
IT-RD-099S																												
IT-RD-099A																												
IT-RD-099J																												
IT-RD-102S																												
IT-RD-101A																												
IT-RD-102A																												
IT-RD-102J																												
User Support																												
First-Level Support																												
IT-RD-020M																												
IT-RD-021X																												
IT-RD-023T																												
IT-RD-023S																												
IT-RD-023A																												
IT-RD-023J																												
IT-RD-024T																												



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	National/International Standards	Negotiation	Network Engineering	Network Traffic Analysis	Networking / Relationship Building	Networking and Communications	Operating Systems	Operations Management	Organisation Design	Organisation Development	Organisational and Environmental Awareness	Own Organisations' Products and Services	Partnering	People Management	Performance Management	Planning and Implementation	Planning and Organising	Problem Management	Problem Solving and Decision Making	Procurement	Product Evaluation and Selection	Programming Languages	Project Management Methodologies	Project Management Processes	Project Planning and Control	Project Risk Management	Quality Management	
IT-RD-094S	IT Service Monitor - Senior																											
IT-RD-094A	IT Service Monitor																											
IT-RD-094J	IT Service Monitor - Trainee																											
IT-RD-095T	Team Lead: IT Service Management																											
IT-RD-096S	Training Facilitator - Senior - IT Service Management																											
IT-RD-096A	Training Facilitator - IT Service Management																											
IT-RD-097S	Reporting Analyst - Senior - IT Service Management																											
IT-RD-097A	Reporting Analyst - IT Service Management																											
IT-RD-098S	Change Manager - Senior - IT Service Management																											
IT-RD-098A	Change Manager - IT Service Management																											
IT-RD-100A	Problem Analyst - IT Service Management																											
IT-RD-099S	Problem Manager - Senior - IT Service Management																											
IT-RD-099A	Problem Manager - IT Service Management																											
IT-RD-099J	Problem Manager - Trainee - IT Service Management																											
IT-RD-102S	Incident Manager - Senior																											
IT-RD-101A	Incident Manager High Severity																											
IT-RD-102A	Incident Manager																											
IT-RD-102J	Incident Manager - Trainee																											
User Support																												
First-Level Support																												
IT-RD-020M	Manager: First-Level Support																											
IT-RD-021X	Technical Specialist: First-Level Support																											
IT-RD-023T	Team Leader: Service (Help) Desk Support																											
IT-RD-023S	Service Desk Operation - Senior																											
IT-RD-023A	Service Desk Operation																											
IT-RD-023J	Service Desk Operation - Trainee																											
IT-RD-024T	Team Leader: Desktop/Desktop Support																											

Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery	Service Level	Software Engineering	Software Metrics	Software Testing	Standards Writing	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications Protocols	Third Party Products and Services	Time Management	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams		
IT-RD-094S	IT Service Monitor - Senior																													
IT-RD-094A	IT Service Monitor																													
IT-RD-094J	IT Service Monitor - Trainee																													
IT-RD-095T	Team Lead: IT Service Management																													
IT-RD-096S	Training Facilitator - Senior - IT Service Management																													
IT-RD-096A	Training Facilitator - IT Service Management																													
IT-RD-097S	Reporting Analyst - Senior - IT Service Management																													
IT-RD-097A	Reporting Analyst - IT Service Management																													
IT-RD-098S	Change Manager - Senior - IT Service Management																													
IT-RD-098A	Change Manager - IT Service Management																													
IT-RD-100A	Problem Analyst - IT Service Management																													
IT-RD-099S	Problem Manager - Senior - IT Service Management																													
IT-RD-099A	Problem Manager - IT Service Management																													
IT-RD-099J	Problem Manager - Trainee - IT Service Management																													
IT-RD-102S	Incident Manager - Senior																													
IT-RD-101A	Incident Manager High Severity																													
IT-RD-102A	Incident Manager																													
IT-RD-102J	Incident Manager - Trainee																													
User Support																														
	First-Level Support																													
IT-RD-020M	Manager: First-Level Support																													
IT-RD-021X	Technical Specialist: First-Level Support																													
IT-RD-023T	Team Leader: Service (Help) Desk Support																													
IT-RD-023S	Service Desk Operation - Senior																													
IT-RD-023A	Service Desk Operation																													
IT-RD-023J	Service Desk Operation - Trainee																													
IT-RD-024T	Team Leader: Desktop/Desktopside Support																													



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
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	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	Competency/Area	Configuration Management	Conflict Management	Consultancy	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques						
IT-RD-024S																																				
IT-RD-024A																																				
IT-RD-024J																																				
Customer Relationship Management																																				
Customer Relationship Management																																				
IT-RD-042M																																				
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IT-RD-050J																																				
Service Level Management																																				
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IT-RD-051A																																				
Projects, Governance & Contingency																																				
Projects																																				
IT-RD-062M																																				
IT-RD-063A																																				
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IT-RD-065A																																				
IT-RD-066A																																				
Governance																																				



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	Database Administration	Database Architecture	Database Modelling and Design	Database Software	Developing Others	Disaster Recovery	e-Commerce / Web Development	e-Commerce / Website Design	e-Commerce System Design	Enterprise Architecture	Feasibility Studies	Financial Management	Function or Department Operations	Health and Safety	ICT Audit	ICT Environment	Industry and Professional Standards	Influence	Information Management	Initiative	Installation and Maintenance	Keyboard techniques	Knowledge Management	Leadership	Legislation	Marketing Techniques	Meeting Administration	Middleware		
IT-RD-024S																														
IT-RD-024A																														
IT-RD-024J																														
Customer Relationship Management																														
Customer Relationship Management																														
IT-RD-042M																														
IT-RD-043M																														
IT-RD-044S																														
IT-RD-044A																														
Marketing																														
IT-RD-045M																														
IT-RD-046M																														
IT-RD-047M																														
Sales																														
IT-RD-048M																														
IT-RD-049S																														
IT-RD-049A																														
IT-RD-050S																														
IT-RD-050A																														
IT-RD-050J																														
Service Level Management																														
IT-RD-051M																														
IT-RD-051S																														
IT-RD-051A																														
Projects, Governance & Contingency																														
Projects																														
IT-RD-062M																														
IT-RD-063A																														
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IT-RD-066A																														
Governance																														



Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
 - 2 - Familiar with
 - 3 - Proficient in
 - 4 - Expert in

	National/International Standards	Negotiation	Network Engineering	Network Traffic Analysis	Networking / Relationship Building	Networking and Communications	Operating Systems	Operations Management	Organisation Design	Organisation Development	Organisational and Environmental Awareness	Own Organisations' Products and Services	Partnering	People Management	Performance Management	Planning and Implementation	Planning and Organising	Problem Management	Problem Solving and Decision Making	Procurement	Product Evaluation and Selection	Programming Languages	Project Management Methodologies	Project Management Processes	Project Planning and Control	Project Risk Management	Quality Management		
IT-RD-024S	Desktop Support Technician - Senior																												
IT-RD-024A	Desktop Support Technician																												
IT-RD-024J	Desktop Support Technician - Trainee																												
Customer Relationship Management																													
Customer Relationship Management																													
IT-RD-042M	Manager: Client Technical Solutions																												
IT-RD-043M	Manager: Customer Relationship Management																												
IT-RD-044S	Customer Relationship Manager: Senior																												
IT-RD-044A	Customer Relationship Manager																												
Marketing																													
IT-RD-045M	Manager: Marketing																												
IT-RD-046M	Manager: Alliance / Business Partnerships																												
IT-RD-047M	Product Manager																												
Sales																													
IT-RD-048M	Manager: Sales																												
IT-RD-049S	Account Manager / Executive - Senior																												
IT-RD-049A	Account Manager / Executive																												
IT-RD-050S	Sales Representative / Executive - Senior																												
IT-RD-050A	Sales Representative / Executive																												
IT-RD-050J	Sales Representative / Executive - Trainee																												
Service Level Management																													
IT-RD-051M	Manager: Service Level Management																												
IT-RD-051S	Contracts Manager																												
IT-RD-051A	Service Level Administrator - Client																												
Projects, Governance & Contingency																													
Projects																													
IT-RD-062M	Manager: Project Office																												
IT-RD-063A	Project Governance Officer																												
IT-RD-064A	Program Manager																												
IT-RD-065A	Project Manager																												
IT-RD-066A	Project Administrator																												
Governance																													

Competency Planner / Skills Matrix

- Levels**
- 1 - Aware of
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	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery	Service Level Management	Software Engineering	Software Metrics	Software Testing	Standards Writing	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications	Third Party Products and Services	Time Management	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams
IT-RD-024S	Desktop Support Technician - Senior																											
IT-RD-024A	Desktop Support Technician																											
IT-RD-024J	Desktop Support Technician - Trainee																											
Customer Relationship Management																												
Customer Relationship Management																												
IT-RD-042M	Manager: Client Technical Solutions																											
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IT-RD-044S	Customer Relationship Manager: Senior																											
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Sales																												
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IT-RD-050A	Sales Representative / Executive																											
IT-RD-050J	Sales Representative / Executive - Trainee																											
Service Level Management																												
IT-RD-051M	Manager: Service Level Management																											
IT-RD-051S	Contracts Manager																											
IT-RD-051A	Service Level Administrator - Client																											
Projects, Governance & Contingency																												
Projects																												
IT-RD-062M	Manager: Project Office																											
IT-RD-063A	Project Governance Officer																											
IT-RD-064A	Program Manager																											
IT-RD-065A	Project Manager																											
IT-RD-066A	Project Administrator																											
Governance																												





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- Levels**
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	Accounting	Adaptability	Analytical Thinking	Application and exploitation of Information Technology	Application Implementation	Application Systems	Application Systems Development	Budgets	Business Analysis Techniques	Business Communication	Business Environment	Business Process Management	Business Proposals	Career Management	Change Leadership	Change Management	Client Focus	Coaching and Mentoring	Communication	CompetencyArea	Configuration Management	Conflict Management	Consultancy	Content Management	Continuous Learning	Contract Management	Corporate Standards	Creative Thinking	Customer Relationship Management (CRM)	Customer Service Techniques
IT-RD-067M																														
	Manager: IT Governance																													
IT-RD-068A																														
	IT Governance Officer																													
IT-RD-069A																														
	IT Governance Administrator																													
	Quality Assurance																													
IT-RD-071M																														
	Manager: Quality Assurance																													
IT-RD-071A																														
	Quality Assurance Officer																													
	Contingency and Risk																													
IT-RD-070M																														
	Manager: Contingency and Risk																													
IT-RD-072A																														
	Risk and Security Officer																													
IT-RD-073A																														
	Security Analyst																													
IT-RD-074A																														
	Business Continuity Planning Officer																													
	IT Support Services																													
	Finance and Administration																													
IT-RD-075M																														
	Manager: Finance and Administration																													
IT-RD-076A																														
	Administrator																													
	IT Talent Management																													
IT-RD-077M																														
	Manager: IT Organisation Development																													
IT-RD-078A																														
	IT Talent Management Specialist																													
IT-RD-079A																														
	IT Staff Development Officer																													



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IT-RD-067M	Manager: IT Governance																																				
IT-RD-068A	IT Governance Officer																																				
IT-RD-069A	IT Governance Administrator																																				
	Quality Assurance																																				
IT-RD-071M	Manager: Quality Assurance																																				
IT-RD-071A	Quality Assurance Officer																																				
	Contingency and Risk																																				
IT-RD-070M	Manager: Contingency and Risk																																				
IT-RD-072A	Risk and Security Officer																																				
IT-RD-073A	Security Analyst																																				
IT-RD-074A	Business Continuity Planning Officer																																				
	IT Support Services																																				
	Finance and Administration																																				
IT-RD-075M	Manager: Finance and Administration																																				
IT-RD-076A	Administrator																																				
	IT Talent Management																																				
IT-RD-077M	Manager: IT Organisation Development																																				
IT-RD-078A	IT Talent Management Specialist																																				
IT-RD-079A	IT Staff Development Officer																																				



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IT-RD-073A	Security Analyst																												
IT-RD-074A	Business Continuity Planning Officer																												
	IT Support Services																												
	Finance and Administration																												
IT-RD-075M	Manager: Finance and Administration																												
IT-RD-076A	Administrator																												
	IT Talent Management																												
IT-RD-077M	Manager: IT Organisation Development																												
IT-RD-078A	IT Talent Management Specialist																												
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- Levels**
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IT-RD-067M	Manager: IT Governance	Research Techniques	Resource Allocation	Results Orientation	Risk Management	Secretarial Functions	Security Architecture	Security Management	Service Delivery Management	Service Level Management	Software Engineering	Software Metrics	Software Testing	Standards Writing Techniques	Statistical Analysis	Strategy and Strategic Planning	Stress Management	Structured Reviews	Talent Management	Team Leadership	Telecommunications Protocols	Third Party Products and Services	Time Management Techniques	Training and Development	Training Techniques	Value Chain Concepts	Wireless Markup Languages	Workforce Planning	Working in Teams		
IT-RD-068A	IT Governance Officer																														
IT-RD-069A	IT Governance Administrator																														
IT-RD-071M	Manager: Quality Assurance																														
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