ANNEX B - Grade descriptors- Digital and Technology Solutions Specialist - By Assessment Method

Professional competencies	Business and change management		Fail The apprentice will be deemed to have Failed the Professional discussion if they have not met the pass criteria The Apprentice:
 Has not met the pass criteria 	 Has not met the pass criteria 	Core Themes al	Pass The apprentice will be deemed to have Passed the Professional Discussion if they provide evidence to meet all the Knowledge, Skills and Behaviour requirements set out for the Professional Discussion informed by the Portfolio in Annex A and all of the criteria below: The Apprentice:
 Is able to demonstrate negotiation skills and present budget requests. 	Develops well-reasoned technology roadmaps and clear plans for their implementation Demonstrates an awareness of how to deliver technology based business change programmes	Core Themes aligned to KSBs (See Annex 1 for how the themes link	es es
 Shows confidence and control in negotiations and is able to communicate effectively to agree budgets. 	 Plans and impler technology based bu change programmes 	or how the themes link to	all of
control Is able to confidently and able to authoritatively negotiate and gain agreement for well-defined and justified budget requests across a range of different contexts.	implements Manages time effectively and with constant attention to detail, contributes positively to the effective working of a team. Displays a comprehensive and leadership understanding of IT enabled business processes and technology road-mapping Compares different methods of achieving technology based business change programmes that positively contributes to the effective delivery of workplace transformations	to standard)	Distinction The apprentice will be deemed to have achieved a Distinction in the Professional Discussion if they provide evidence to meet all of the merit criteria and also all of the additional criteria below: The Apprentice

Technology Management	Leadership	
 Has not met the pass criteria 	• Has not met the pass criteria	
 Shows evidence of understanding of the business context. Shows awareness of the factors that enable technology driven change 	 Can identify different leadership styles and motivational techniques to drive high quality technical solutions and outcomes Correctly identifies professional values that contribute to building high performing teams. Understands coaching techniques to develop leadership and technical skills in others. Understands ways to develop good working relationships within own team and between teams. 	 Selects suitable presentation media and delivers presentation. Can apply problem solving as part of developing solutions Can select and apply problem solving techniques as an integral part of the solution development process.
 Understands and can explain the dynamic nature of the business environment and the internal and external factors that contribute to change. 	 Provides clear evaluation of the human factors that contribute to leadership and management of technology in business. Is able to describe own leadership style, strengths and weaknesses. 	 Prepares for and confidently delivers presentations adjusting to different audience needs and responding to stakeholder requests.
Displays a depth of understanding in technical knowledge and of how managing business change to respond to changing markets can deliver to the company's business strategy.	 Is highly proactive in their approach to leadership and management, and demonstrates a comprehensive understanding and application of the human factors that contribute to effective leadership and management. Contributes positively to effective team working, making robust and reliable judgements and explains the reasoning behind judgements made. Is highly proactive in developing leadership and technical skills in others. Is highly proactive to ensure excellent working relationships between own and other groups. 	 Is highly aware of the audience environment and can determine appropriate presentation style and action and articulate recommendations to the audience, maintaining a balanced outline and regulating the pace of the presentation to fit time limits and to deal with questions. Discusses and provides evidence of problem solving techniques and approaches and how to apply them in a range of conditions.

IT Strategy Specialist only	System Test and Assurance Specialist only	Digital Business and Enterprise Systems Architecture Specialist only	Data Analytics Specialist only	Software Engineering Specialist only	
•	•	•	•	•	
Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	
• Is	• ch ch	• ar er K	th ar re so in:	• Do ar pl	• irr cc se se
Is aware of the role and nature of IT consultancy as a mechanism for creating business improvements	Understands and can explain the need and how to deliver clear test results, defect reports and associated test information	Knows how to assess enterprise architecture architectures for relevance and suitability.	Understands and can explain the information governance and data protection requirements that exist in the UK together with the legal, social and ethical concerns involved.	Demonstrates competence in architecting software platforms.	and continuous improvement Understands that aligning new products, processes and services contributes to the company's business strategy
					• • •
					Can describe how effective technology and change management can provide measurable improvements in business performance. Can develop and communicate business proposals for the development of new products, processes and services that align with the company's business strategy.
					• • •
					Shows evidence of proactive technology leadership for managing technology driven change and continuous improvement Shows evidence of developing compelling business proposals for new products, processes and services that have a justifiable and of measurable contribution with the company's business strategy.

IT/Digital Futures Management Specialist only	Cyber Security Technical Specialist only	IT Project Management Specialist	IT Operations Management Specialist	Network Engineering Specialist only	IT Business Analysis Specialist only
•	•	•	•	•	•
Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria	Has not met the pass criteria
•	•		•	•	•
Understands and can explain how to conduct technology foresight activities to review changes to the IT landscape to meet current and future business requirements	Understands and can explain the different approaches and design principles used to embed security, privacy and resilience in initial design	Understands and can explain the importance of and how to communicate progress updates to stakeholders	Understands and can explain the part information technology has in supporting business operations and supply chain management	Understands and can explain industry trends in Networking and their viability in different business scenarios	Understands and can explain how business objectives are met by information systems

		Core Professional competencies	
 Has not met the pass criteria 	 Has not met the pass criteria 	Fail The apprentice will be deemed to have failed the Professional Report if they have not met the pass criteria The Apprentice: • Has not met the pass criteria	
 Can apply negotiating skills to agree outcomes 	 Can plan and implement digital and technology solutions specialist tasks at a professional level 	The apprentice will be deemed to have Passed the Professional Report if they provide evidence to meet all the Knowledge, Skills and Behaviour requirements set out for the Professional Report in Annex A and all the criteria below: The Apprentice: The Apprentice: • Demonstrates competence in designing complex IT enabled business processes and in making some recommendations for improvement • Demonstrates practical report writing skills to produce solution reports	Pro
 Is competent at negotiating and closing techniques for semi complex problems and can deal with senior internal and external stakeholders 	 Can implement structured problem solving approaches and plan and implement digital and technology solutions specialist tasks at a professional level 	The apprentice will be deemed to have achieved a Merit in the Professional Report if they have met all of the pass criteria and all of the additional criteria below: The Apprentice: The Apprentice: • Is able to accomplish complex IT enabled business process design and in making detailed business recommendations aligned and justifiable improvements • Can select appropriate formats to produce digital and technology solution specialism plans and solutions in a well-structured business report	Project Report
 Is competent at selecting and applying negotiating and closing techniques in a range of interactions and 	 Can demonstrate self-direction and originality in solving problems, using structured approaches and act autonomously in planning and implementing digital and technology solutions specialist tasks at a professional level 	The apprentice will be deemed to have achieved a Distinction in the Professional Report if they meet all of the merit criteria and the additional criteria below: The Apprentice • Is proactive in improving complex IT enabled business processes Is able to select, discuss and prepare a range of appropriate professionally presented digital and technology solution specialism plans and solutions in a well-structured business report, including clear outcomes, methods in a compelling way with a succinct management summary	

ממיני	biogiaiiiiig teciiiiques ailu statisticai	טויטפומו			
data .	3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5				
techniques to improve the quality of	investigations using analytical	investig	help solve business problems.		
select and apply data cleansing	Confidently delivers semi-complex	• Confide	using statistical techniques to		
	0 : 7	,			
from incomplete or dirty data. Can	formulating hypotheses	formula		•	
and the quality issues that can arise	Prepares for a data analysis by	 Prepare 	hypotheses for investigation.		
• Is lifeling aware of the flattare of data	1103.	alla cal	can develop simple analytical		
		2	Can double simple applytical		
contexts.	factors that contribute to data quality	factors	data.		
range of different data sources and	Understands and can explain the	 Unders 	appreciate the quality aspects of		
and compline data from across a	idige udid sets.	Idige d	Shows evidence of being able to	criteria	
	2 -				Specialist
authoritatively identify, select, extract	of data and in processing complex and	of data	data acquisition techniques.	the pass	Data Analytics
 Is able to confidently and 	Shows confidence in identifying sources	Shows	 Is able to demonstrate basic 	 Has not met 	
	documentation etc.	docum			
development.	importance of quality in design,	import			
d since works for soft ward	now testing assures quality, and the	now te	וז מבובני וו בכי		
frameworks for software	dading including source code dading	haunt	is defect free		
and can select and implement quality	including source code quality	quality	others software to ensure that it		
understanding of software quality	of factors that contribute to software	of facto	 Can test own software and 	•	
	Understands and can explain the range	 Unders 	SOITWAIR SOIDTIONS ON THINE.		
		יייט	Software solutions on time		
deliver complex software projects.	meet specified level of quality	meet s	 Can interpret a plan and deliver 	•	
development process. Can plan and	delivering solutions on time and to	deliver	solutions		
considerations across the software	considerations into software projects,	conside	 Can update existing software 		
Plans and implements security	Can incorporate basic security	 Can inc 	iulicuolidiity.		
		functionality.	finationality		
refactoring	50	f	most of the specified		
 Is proactive in code review and 		improv	software solutions that deliver		
experiences.	Can review existing software and	• Can rev	 Can develop and deliver, basic 		
and which deliver teature rich user	required functionality.	require	Computing.		
software solutions that are scalable	software solutions that deliver all of the	softwa	including DevOps and Cloud		
Can develop and deliver complex	Is able to accomplish semi-complex	 Is able 	approaches and methodologies		
	methodologies and technologies.	method	sortware development		
reciliologies for different contexts of	alternative software development	alterna	is aware of concemporary		
took pologics and can select	reatures and benefits of a range of	reature	al chileceting software placionis.		Specialist
methodologies and can select	cand hander of man of	fortune of	architecting software platforms	1	Engineering
 Compares different software 	Inderstands and can explain the	• IInders	 Demonstrates competence in 	pass criteria	ייייייייייייייייייייייייייייייייייייייי
				 Has not met the 	Coftware
	o KSBs	aligned to	Specialism aligned to KSBs		
ווורפווומו מוומ פארפווומו פנמצפווסומבופ					
engagements, both with senior					

ממוופט מספוס.	can be implemented.			
		d		
produced, and the interactions with	governance frameworks and how these	high level.		
each other, the data consumed and	different architectural design	architectures and roadmaps at a		
architectures, how they interact with	 Understands and can explain the 	 Can document and present 		
representations of enterprise	roadmaps.	governance frameworks		
different models, views and	plans and recommend optimal delivery	 Is aware of architectural design 		
designs, understanding the need for	 Can develop system implementation 	architecture.		
and physical architectural models and	architecture designs.	enabling the proposed		
users. Can produce optimised logical	and solution providers in support of the	implementation plans for		
and the interactions with business	products and services from software	 Can develop system 		
the data produced and consumed,	architectural designs, and recommend	physical architectural designs.		
appropriate approaches to represent	can produce logical and physical	can produce standard logical and		
with each other, and can select	structure and behaviour of them, and	system architecture designs and		
models available how they interact	enterprise architectures to describe the	available for representing		
 Understands and can explain the 	models, views and representations of	 Is aware of the different models 		
well as continuous enhancements.	 Understands and can explain different 	standard architectural solutions.		Specialist
both deployment and operation as	context	implement these in the design of		Architecture
context, factoring consideration of	appropriate solutions for the business	architecture and is able to		Systems
solutions for a range of the business	architectural models and select	principles of systems	pass criteria	and Enterprise
 Can identify optimal architectural 	 Can evaluate different alternative 	 Understands and can explain the 	Has not met the	Digital Business
data sets.				
human understanding of complex				
present data and results that support				
and select appropriate methods to				
 Can model and visualise complex data 				
and make recommendations.				
techniques to come to conclusions				
modelling & machine learning				
analytical software, statistical				
data, selecting and utilising a range of				
 Can conduct complex analyses of 	visualisation techniques.	data study.		
conclusions;	audience needs and using data	summarise the outcomes of the		
problems with statistically sound	architectures adjusting to different	 Can develop a business report to 		
algorithms to answer complex	 Can present different data 	of a data study.		
hypotheses and develop associate	the application of machine learning.	present data and the outcomes		
 Can formulate analysis questions and 	methods, including an understanding of	 Can select suitable methods to 		

 Understands and can explain the goals, challenges and limitations of software testing and how to review and select options to specify, create, configure and maintain multi-server test environments to best represent the usage context, against which tests can be execute in line with the organisation's test strategy. Can create and present comprehensive test plans that specify 	 Understands and can explain the different software testing and assurance concepts and methods and how to apply these and can create, configure and maintain multi-server test environments. Can create test plans that specify the testing objectives, test deliverables and test schedule. Understands and can explain how to develop test cases that are used to 	 Is aware of the fundamental software testing and assurance concepts and methods and can specify and configure digital system solution test environments. Can create test plans. Can design and implement test cases. Can execute tests for each test case and is aware of the 	 Has not met the pass criteria 	System Test and Assurance Specialist
 Can develop alternative approaches and recommend optimal delivery roadmaps and system implementation plans that deliver enterprise architecture-led change initiatives to improve business performance, assessing the different approaches for their suitability in supporting the enterprise Is able to compare the different architectural design governance frameworks and align these to the organisational risk mitigation strategies and develop, implement and maintain enterprise architectures and operating models in line with organisational requirements. Can document architectures and roadmaps to communicate the logical and physical system to be developed in both high and low-level detail and present these to gain support from senior stakeholders articulating their importance and value to stakeholders. 	Can document architectures and roadmaps to communicate the logical and physical system to be developed in both high and low-level detail.	• Can work with implementation teams to support the delivery of the proposed architecture.		

 Can assess an organisation's technology operations and their continued capability to deliver the organisations technology based products and services, and can develop plans for implementing digital technologies and revising as required. Can select appropriate analytical tools and techniques and applies a 	 Can assess an organisation's technology operations and their capability to deliver the organisations technology based products and services. Selects appropriate analytical tools and techniques and applies a structured approach to investigate a business scenario and make recommendations 	 Can assess an organisation's technology operations to identify areas for improvement. Applies a structured approach and can apply analytical tools and techniques to investigate a business scenario. Can make recommendations for improvement activities. 	 Has not met the pass criteria 	IT Strategy Specialist
deliverables, test schedule, as well as providing test activity estimates and specifying the required test resources. Can use test results to identify and proactively reduce the likelihood of similar defects in subsequent developments. Understands and can explain how to implement testing and assurance methodologies and procedures for a range of digital solution platforms including front-and back-office enterprise, mobile apps and web based applications, including automated testing, where appropriate to execute tests. Can review test methodologies in line with best practice and develop strategies for continuously improving test coverage and test effectiveness. This includes making recommendations to development teams for designing out common patterns of test failure that have been identified.	system solution under test performs as specified. Can apply appropriate test techniques to execute tests for reach test case using both manual and automated test methods as appropriate. Can review and report on test outcomes and apply industry standard test management tools to define test cases and specify test data.	manual or automated test methods. Can produce test results and defect reports. Can review and refine test methodology and develop reusable automated testing approaches.	• •	

 Using the information gathered can determine the priority of the data to achieve the most significant business benefits. Can manage requirements ensuring that there is traceability through the project lifecycle from initiation to final delivery Can lead business process workshops to assess the client business 	Can lead the gathering of requirements through elicitation, validation, prioritisation and documentation of high level and detailed system requirements, both functional and non-functional, using appropriate documentation and modelling techniques	 Can lead the gathering, validation, prioritisation and documentation of high level and detailed system requirements. Understands and can explain how to deliver system requirements, including the methods and techniques for analysing the business 	Has not met the pass criteria	IT Business Analysis Specialist
business scenario and make recommendations Can perform a strategic analysis of organisational information systems, to review their structure and current effectiveness, in order to make systems rationalisation, systems integration and other improvement proposals and plans Can analyse and assess complex digital business problems, develop and implement technology lifecycle roadmaps, assessing different technical options and plan and manage technology change delivery and migration programmes, ensuring successful implementation of the chosen technology. Can produce clear technology recommendations to internal and external clients which bring achievable financial benefits to the organisations.	systems, their structure and current effectiveness, in order to make systems rationalisation, systems integration and other improvement proposals Can produce technical solution proposals for different technology domains such as infrastructure, cloud, application and storage platforms aligned with business demand Can plan and implement technology change delivery and migration programmes, ensuring successful implementation of the chosen technology	technology domains such as infrastructure, cloud, application and storage platforms aligned with business demand. Can plan technology change delivery and migration programmes. Can analyse and assess complex digital business problems via data business data collection and review and formulates technology based designs.		

	Network Engineering Specialist • Has not met the pass criteria	
• • •	• •	• • • •
Understands and can explain how to manage the operation of secure network environments Can apply network monitoring tools to assess network performance and identify issues and escalate these Can produce network technology roadmaps to meet evolving business needs to meet evolving	Understands and can explain how to build and maintain secure networks and how IT networks can impact business objectives and processes Can produce network and caterons experiences.	domain and producing business requirements Can produce technical specifications for systems understanding interdependencies How to deliver system requirements, including the methods and techniques for analysing the business domain and producing business requirements with existing functionality Can communicate requirements to stakeholders
• •	• •	• • •
standards meet required service levels and business needs Can manage the operation, maintenance and support of secure network environments, including diagnosing and troubleshooting network-related issues Can select and apply network monitoring tools to assess network performance and aid planning network upgrades before they become critical.	Can design, build and deploy secure network solutions to meet customer requirements Can formulate detailed network and storage specifications in terms of throughput, reliability and delay, and ensuring that performance,	Can help facilitate business process workshops for understanding the client system specifications Can produce system specifications and document these Can review requirements with existing functionality and identify gaps that require additional configuration or customisation Can communicate requirements and other business analysis findings to internal and external team stakeholders
•	• •	• •
stable and secure computing operations in dynamic environments and implement scalable traffic design considerations ensuring that performance, security, availability and continuity standards meet required service levels and business needs Can manage the operation, maintenance and support of secure network environments, including diagnosing and troubleshooting network-related issues and ensuring	Can take responsibility for the design and implementation of secure network solutions to meet customer requirements at an enterprise level and within budget Can formulate detailed network and storage solution specifications for	environment and analyse, develop and document system specifications Can manage and document change with the business and communicate to the development team Can document and present business requirements throughout the project lifecycle, using a variety of recognised techniques and tools together with the advantages and disadvantages in using them;

• Understands and can explain the principles governing modern approaches to the management of IT enabled operations and the development, management, application and implementation of information systems to support business processes and manage the operation of business IT systems to support business processes and their impact on the organisation, taking responsibility for the availability, performance and resilience of all business IT systems and support services and the operational maintenance of servers, storage and	 Understands and can explain the principles governing modern approaches to the management of IT enabled operations and the development, management, application and implementation of information systems to support business processes and manage the operation of business IT systems Understands and can explain the importance of IT operations for competitiveness and how key aspects of customer service such as quality, cost, delivery and customisation are linked to the type of system adopted and can implement strategic plans to ensure the IT infrastructure and services 	 Is aware of the principles governing modern approaches to the management of IT enabled operations and the factors related to IT operations and support services Understands and can explain the importance of IT operations within a business and can implement strategic plans to ensure the IT infrastructure and services capacity and capability meets existing and future requirements Is aware of the key issues in the design and management of IT enabled operations 	 Has not met the pass criteria 	IT Operations Management Specialist
that performance, security, availability and continuity standards meet required service levels and business needs Can select and apply network monitoring tools to assess network performance and aid planning network upgrades before they become critical and make recommendations for improvements to security, scalability, manageability, and performance across a network, storage, and related technologies Can follow network industry trends, assessing their viability for use within different business scenarios.	 Can demonstrate how the network technology roadmaps produced represent value for money and offer business benefits. 	business needs for enterprise computing environments. Can ensure network infrastructure solutions chosen are aligned to the enterprise infrastructure architecture, security architecture and security standards		

_																																			
																								•				•							•
																			requirements.	availability and performance	current and future	with the IT strategy, meeting	systems and services and business applications in line	Can manage 3 rd party IT	governance	and standards for IT	and mandatory requirements	Is aware of the regulatory	processes and procedures	operational IT systems,	detailed documentation on	and produce and maintain	performance of IT operations	for monitoring the	Can implement procedures
														m = 1	Star	mar	gov	syst	• Can	syst	doc	pro	per	org	• Can	env	cha	or L	trar	ope	mar	key	• Unc	exis	cap
													000	management	standards including local inventory	mandatory requirements and	governance, regulatory and	systems with information	Can assess the compliance of IT	systems, processes and procedures	documentation on operational IT	produce and maintain detailed	performance of IT operations and	organisation's procedures for	Can review and implement the	environments	changes into the live operations	or updated solutions or other	transition and maintenance of new	operations and can manage the	management of IT enabled	key issues in the design and	Understands and can explain the	existing and future requirements	capacity and capability meets
0	<u>c+</u> 2	ma	gov	con	• Car	prc	ope	det	ope	me	prc	• Car	dev	upo	sch	ope	solu	ma	ma	of	issı	• Un	fut	anc	infr	stra	imp	sys	cus	a	3 3	kρ.	bus .	i.	• Un
Standards merading rocal mixeriory	ndards including local inventory	mandatory requirements and	governance, regulatory and	compliant with information	Can ensure that IT systems are	procedures	operational IT systems, processes and	detailed documentation on	operations and produce and maintain	measuring the performance of IT	procedures for monitoring and	Can develop the organisation's	development and production systems	updates, backups and patches to	scheduled installation of software	operations environments, including	solutions or other changes into the live	maintenance of new or updated	manage the transition and	of IT enabled operations and can	issues in the design and management	Understands and can explain the key	future requirements	and capability meets existing and	infrastructure and services capacity	strategic plans to ensure the IT	implement short and long-term	system adopted and can design and	customisation are linked to the type of	quality, cost, delivery allo		key aspects of clistomer service such	business for competitiveness and how	f IT o	Understands and can explain the

ect Cheria Can plan the development of criteria conting the main activities required to complete the estimating the main activities required to complete the project conditions development of project stands and can explain how to project manage the demand planning, for easting, budgeting, and supply planning for software solutions development advively and produce high even required to complete the project solutions development advively and project solutions development advively and projects of the software solution development advively apaining for software solution development activity against the first planning for software solution development activity against the first planning for software solution development activity against the methodology (Induling the communicate popiets and can explain how to projects, and how this is projects, and how this is projects, and supply planning for software solutions and development advively and projects and farmitiate work packages in accordance with organisational standards. Understands and can explain how IT select appropriate organization to complete the projects, and how this is projects, and how the		ľ				
Can plan the development of criteria contware solutions including scoping, sizing, and estimating the main activities required to complete the project. Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary software deliverables understands and can explain how IT Can identify the factors acknowledge the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and poduce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary software development to resources are in place and to deliver the outputs specified to meet client expectations and now to apply these can demunicating milestones and methodologs (including Agile, and Waterfall) Can manage the delivery aspects of IT solutions in alignment to relevant software development communicate project communicating milestones and providing status reports and client stakeholders Can gerablish trusted Can plan the development of the project progress, constanting the development of the project progress, communicating milestones and providing status reports and client stakeholders Can manage the project progress, communicating milestones and providing status reports and client stakeholders				relationships with clients,		
Can plan the development of criteria corbinations and the pass of tware solutions including scoping, sizing, and estimating the main activities required to complete the project. Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements. Monitor the progress of the software solution development activity against the different contemporary software development methodology (including Agile, and Waterfall) and how to apply these can identify and communicate project milestones and accordance with organisations to client standards. Can manage the delivery and lebrity resources, assign responsibilities and formulate work packages in accordance with organisational standards. Can manage the work of the software solution development team to ensure appropriate team to ensure appropriate expectations. Can manage the delivery aspects of IT solutions in alignment to relevant software development to relevant software development orgress updates of solutions to client stakeholders.	solutions adhere to an appropriate			Can establish trusted		
Can plan the development of criteria Can plan the development of criteria Can want the pass of the estimating the main activities required to complete the project. Can identify the factors associated with demand planning, for costinuare solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary software development software development with organisational standards. Monitor the progress of the software solution development the different contemporary software development software deve	solitions adhere to an appropriate		client stakeholders	organisation's standards.		
Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project. Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary the different contemporary software development methodology (including Agile, and Waterfall) and how to apply these Can manage the delivery aspects of manage the delivery aspects of manage the project progress, communicating milestones and more development activity against methodologies (including Agile, and Waterfall) Can manage the project progress, communicating milestones and providing status reports and		•	progress updates of solutions to	accordance with the		
Can plan the development of criteria software solutions including scopping, sizing, and estimating the main activities project Can identify the factors associated with demand planning, for occasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development deliverables understands and can explain the different contemporary software development to flower abolt on the different contemporary software development to flower abolt on how to apply these Can manage the development explainst the different contemporary software development to relevant methodology (including Agile, and Waterfall) and waterfall) Can manage the celivery aspects of IT solutions in alignment to relevant software development software development to communicating milestones and ond waterfall grid waterfall and waterfall).	expectations		providing status reports and	milestones to stakeholders in		
Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing Monitor the progress of the software solution development activity against the different contemporary software development methodology (including Agile, and Wasterfall) Agile, and wasterfall) Has not met the pass Can plan the development of project manage the manage the can explain how IT software solutions can identify and Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development activity against the different contemporary software development software solution development to delivery aspects of IT solutions in alignment to relevant methodologies (including Agile, and Wasterfall) Can manage the project progress,	software specification and client's		communicating milestones and	communicate project		
Can plan the development of criteria Can plan the development of software solutions including sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary software development methodology (including Agile, and Waterfall) Has not met the pass Can plan the development of understands and can explain how IT volutions including project management of project management drives change within organisations, the accordance with organisations of development activity against team to ensure appropriate resources are in place and to deliver the outputs specified to meet client expectations Can manage the demand planning, for software solution development expectations Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisations. Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisational standards Can manage the work packages in accordance with organisations. Can manage the work packages in acc	of software solutions meets the		 Can manage the project progress, 	 Can identify and 		
Has not met the pass Can plan the development of criteria Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against the different contemporary software development to methodology (including Agile, and Waterfall) and methodologies (including Agile, and Waterfall) and methodologies (including Agile, and waterfall) Dunderstands and can explain how IT software schange within organisations, the importance of delivers change within organisations, the importance of deliverials achieved and how this is achieved. Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and identify resources, assign responsibilities and formulate work packages in accordance with organisational standards. Can manage the work of the software solution development the outputs specified to meet client expectations. Can manage the work of the software development to relevant software development to relevant methodologies (including Agile, and Waterfall) and methodologies (including Agile, and waterfall) and methodologies (including Agile, and waterfall)	that the evolution and development		Waterfall)	how to apply these		
• Has not met the pass • Can plan the development of criteria • Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project • Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements • Monitor the progress of the software solution development activity against planned deliverables the different contemporary software development activity against methodology (including solutions in alignment to relevant software development to relevant software development as software solutions in alignment to relevant software development to relevant software development as software solutions in alignment to relevant software development to relevant software solutions in alignment to relevant software development to relevant software solutions in alignment to relevant software solutions in alignment to relevant software solutions.	utilisation and engagement, ensuring		methodologies (including Agile, and	Agile, and Waterfall) and		
Can plan the development of criteria Cariteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities project management drives change within organisations, the importance of delivering business value via IT projects, and how this is project. Can identify the factors planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements of the software solution development activity against the different contemporary planning the delivery and can explain the different contemporary Can plan the development of Understands and can explain how IT orderstands and can explain how IT on plan the development of Understands and can explain how IT on plan the development of Understands and can explain how IT orderstands and can explain the different contemporary orders of the software solution organisations, the deliver and how this is achieved with demand projects organisations, the composition organisations, the can manage the demand planning for content organisations, the composition organisations, the composition organisations, the composition	::::::::::::::::::::::::::::::::::::::		software development	methodology (including		
Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and lentify resources, assign responsibilities and formulate work packages in development activity against team to ensure appropriate team to ensure appropriate the outputs specified to meet client the different contemporary Can manage the development texpectations Can manage the development texpectations Can manage the development texpectations Can manage the delivery and Identify resources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and Identify exources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the delivery and Identify exources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the delivery and Identify exources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and Identify exources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the work of the software solution development team to ensure appropriate forecasting, budgeting, and supply planning, forecasting, budgeting, and supply planning, forecasting, budgeting, and supply planning, forecasting, budgeting, and supply p	teams to ensure ontimal resource		IT solutions in alignment to relevant	software development		
Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development activity against planned deliverables Understands and can explain how IT volutions development drives change within organisations the projects, and how this is achieved can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing Can manage the work packages in accordance with organisational standards Can manage the work of the software solution development team to ensure appropriate team to ensure appropriate the outputs specified to meet client expectations Can plan the development of project management drives change within organisations projects, and how this is achieved can identify the factors can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development deliver and produce high software solution development team to ensure appropriate the outputs specified to meet client change can manage the demand planning, forecasting, budgeting, and supply planning for software solutions can manage the demand planning, forecasting, budgeting, and supply planning for software solutions can manage the work packages in accordance with organisational standards can manage the work of the software solution development team to ensure appropriate the outputs specified to meet client can development expectations	the software solution development		 Can manage the delivery aspects of 	the different contemporary		
Has not met the pass Can plan the development of criteria Can plan the development of complete the estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development deliver appropriate deliver appropriate the outputs specified to meet client Can plan the development of project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and level propriate team to ensure appropriate Can plan the development of project management drives change within organisations, the importance of delivering business value via IT project, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development activities project management drives change within organisations, the importance of delivering business value via IT project, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions can manage the demand planning, forecasting, budgeting, and supply planning for software solutions can manage the waith organisations, the importance of delivering business value via IT project manage the waith organisations, the importance of delivering business value via IT project manage the waith organisations, the importance of delivering business value via IT project manage the waith organisations, the importance of delivering business value via IT project manage the waith organisations, the project manage the waith organisations, the project manage the waith organisations, the project manage the waith organisati		•	expectations	 Understands and can explain 		
Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high requirements Monitor the progress of the software solution development deliver and to deliver appropriate Can manage the wark of the software solution Understands and can explain how IT opports and supply project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and identify resources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the work of the software solution development resources are in place and to deliver	organisational standards		the outputs specified to meet client	planned deliverables		
Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing requirements Monitor the progress of the software solution development team to ensure appropriate Can plan the development of understands and can explain how IT of software solutions within organisations, the importance of delivering business value via IT projects, and how this is achieved achieved achieved achieved achieved achieved planning for software solutions of the software solution development delivery and Identify resources, assign responsibilities and formulate work packages in accordance with organisational standards Can manage the work of the software solution development team to ensure appropriate	work packages in accordance with		resources are in place and to deliver	development activity against		
 Has not met the pass criteria Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing Monitor the progress of the Understands and can explain how IT Understands and can explain how IT Understands and can explain how IT Can management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved achieves achieved achieves achieved achieved achieves ac	assign responsibilities and formulate		team to ensure appropriate	software solution		
Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing Can manage the demand planning, and supply planning for software solutions development delivery and level resourcing requirements Can manage the work packages in accordance with organisational standards Can manage the work of the	projects and can identify resources,		software solution development	 Monitor the progress of the 		
• Has not met the pass • Can plan the development of criteria • Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project • Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing • Can plan the development of complete the project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved • Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high level resourcing • Can plan the development of project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved • Can management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved • Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development accordance with organisational standards	illections for a valuery of software		 Can manage the work of the 	requirements		
Has not met the pass Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and produce high Dinderstands and can explain how IT opposed within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and ldentify resources, assign responsibilities and formulate work packages in accordance with organisational	methods for a variety of software		standards	level resourcing		
 Has not met the pass criteria Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software solutions development Understands and can explain how IT opject management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and Identify resources, assign responsibilities and formulate work packages in 	appropriate software development		accordance with organisational	delivery and produce high		
 Has not met the pass criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, budgeting, and supply planning for software project, assign responsibilities Understands and can explain how IT project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions development delivery and Identify resources, assign responsibilities 	development delivery, selecting		and formulate work packages in	solutions development		
• Has not met the pass criteria • Has not met the pass software solutions including scoping, sizing, and estimating the main activities required to complete the project • Can identify the factors associated with demand planning, forecasting, budgeting, and supply budgeting, and supply development delivery and Identify • Understands and can explain how IT • project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved • Can manage the demand planning, forecasting, budgeting, and supply development delivery and Identify	planning for software solutions		resources, assign responsibilities	planning for software		
 Has not met the pass criteria Can plan the development of criteria Software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand planning, forecasting, planning for software solutions Can plan the development of project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, forecasting, budgeting, and supply planning for software solutions 	forecasting, budgeting, and supply		development delivery and Identify	budgeting, and supply		
 Has not met the pass criteria Can plan the development of criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors associated with demand forecasting, budgeting, and supply 	 Can manage the demand planning, 	•	planning for software solutions	planning, forecasting,		
 Has not met the pass criteria Can plan the development of software solutions including scoping, sizing, and estimating the main activities required to complete the project Can identify the factors Understands and can explain how IT project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved Can manage the demand planning, 	and quality of solution development		forecasting, budgeting, and supply	associated with demand		
 Has not met the pass criteria Can plan the development of criteria Scoptware solutions including scoping, sizing, and estimating the main activities required to complete the project Understands and can explain how IT project management drives change within organisations, the importance of delivering business value via IT projects, and how this is achieved 	standards to improve the cost, speed		 Can manage the demand planning, 	 Can identify the factors 		
 Has not met the pass Can plan the development of criteria software solutions including scoping, sizing, and estimating the main activities required to complete the required to complete the value via IT projects, and how this is 	processes, methodologies, tools and		achieved	project		
 Has not met the pass Can plan the development of criteria coping, sizing, and estimating the main activities Understands and can explain how IT project management drives change within organisations, the estimating the main activities 	software projects, including the		value via IT projects, and how this is	required to complete the		
 Has not met the pass Can plan the development of criteria Can plan the development of project management drives change scoping. sizing, and within organisations, the 	development metrious for a variety of		importance of delivering business	estimating the main activities		Specialist
Has not met the pass Can plan the development of criteria software solutions including project management drives change	downloamout mothods for a variety of		within organisations, the	scoping, sizing, and		Management
Has not met the pass Can plan the development of Understands and can explain how IT	select appropriate modern software		project management drives change	software solutions including	criteria	II Project
maintenance and software license management and manage 3rd party IT systems and, ensuring that their availability and performance meets the firm's requirements		•			 Has not met the pass 	
maintenance and software license management and manage 3rd party II systems and, ensuring that their availability and performance meets	the firm's requirements					
maintenance and software license management and manage 3rd party IT systems and, ensuring that thei	availability and performance meets					
maintenance and software licenso management and manage 3rd party I	systems and, ensuring that thei					
maintenance and software license	management and manage 3rd party I					
	maintenance and software license					

		שכנייונץ ובשנווא מכנייונים		
ווויף מכנינופיסו צמוווצמניסוו,	illicipa ci Olio	now to carry out a variety of		
impact the organication:	mitimella cost-ellective	Understands and can explain	•	
new vulnerabilities, malware, or other	in security provisioning and can	where appropriate		
information from trusted sources for	penetration testing, to reveal gaps	and investigate and escalate		
reviewing open source and other	vulnerability scanning and	organisation's procedures		
evaluate technical threats by	testing activities including	analysis using the		
analysis to research, analyse and	Can undertake a variety of security	fundamental network traffic		
 Perform cyber threat intelligence 	impact the organisation;	including performing		
procedures	threats that have the potential to	Can identify security events,	•	
and information technology	vulnerabilities, malware, or other	the organisation		
enhancements to security policies	trusted sources for new	have the potential to impact		
and recommend remediation and	source and other information from	identify the main threats that		
infrastructures, to identify new issues	technical threats by reviewing open	sources of information to		
testing strategies on IT	to research, to analyse and evaluate	analysis by reviewing trusted		
standards. Can plan and carry security	security threat intelligence analysis	security threat intelligence		
countermeasures and policies and	Can perform detailed cyber threat	Can perform basic cyber	•	
improved security controls,	information technology procedures	remediation		
to inform the development of	remediation and enhancements to	new issues and recommend		
research emerging attack techniques	on IT infrastructures, recommend	IT infrastructures to identify		
techniques and how and where to	common security testing strategies	security testing strategies on		
Can identify modern attack	and can plan and carry out the	and can identify the main		
apply these to real world situations.	range of modern attack techniques,	sources of attack techniques		
modelling and assessment and can	modelling and assessment. The	intelligence, and the main		Specialist
principles of threat intelligence,	principles of threat intelligence,	cyber security threat	criteria	Technical
 Understands and can explain the 	Understands and can explain the	Is aware of the principles of	Has not met the pass	Cyber Security
the organisation's standards				
documentation in accordance with				
stakeholders and managing				
updates of solutions to client				
providing status reports and progress		-		
delivery, communicating milestones		managing expectations.		
the solution roadmap and project		technical matters and		
 Can take proactive responsibility for 		deliver the project,		
(including Agile, and Waterfall)		software solutions teams to		
software development methodology		business stakeholders and		

		ŀ		-		
return on investment and total cost of	management		C			
business case proposals that provide	presentations to senior		management			
 Can develop strategies and digital 	analysis, prepare reports and deliver	<u> </u>	presentations to senior			
digital workplace transformation	proposals with financial return		reports and deliver			
transformation plans focused on	Can develop digital business case	•	case proposals, prepare			
implementation strategies and	implementation strategies		how to develop business			
infrastructure roadmaps, their	roadmaps, and their	_	 Understands and can explain 			
and develop digital architecture and	architecture and infrastructure	•	infrastructure roadmaps			
and business processes and design	design and develop digital	_	architecture and			
and test digital product technologies	improve business processes. Can	_	design and develop digital			
value. Can review, evaluate, select	digital product technologies to	_	business improvements. Can			
techniques which deliver business	review, evaluate, select and test	_	that contribute toward			Specialist
and emerging technologies, tools and	implementation strategies and can		digital product technologies			Management
management and deployment of new	develop new technology	_	evaluate, select and test		criteria	Futures
 Can develop strategies for the 	Understands and can explain how to	•	 Is aware of how to review, 		 Has not met the pass 	IT / Digital
identifying attack patterns						
measures including classifying and						
indicators for enterprise defensive						
and conduct analysis to provide						
 Can identify emerging attack tools 						
collection and analysis						
forensic analysis and volatile data						
attack reconstruction, undertaking						
forensic tools and techniques for						
 Can select and apply cyber security 			organisation			
area of responsibility.			tools and their impact to the			
escalating where these fall outside			how to evaluate new attack			
security risks and mitigate these, and			 Understands and can explain 			
appropriate techniques to assess			for attack reconstruction			
traffic analysis. Can select and apply			forensic tools and techniques			
events, including performing network			 Is aware of the cyber security 			
investigate and correlate security			vulnerability issues			
security provisioning and can identify,	identifying attack patterns		assessment, to identify			
penetration testing, to reveal gaps in	tools including classifying and	_	conduct a vulnerability			
vulnerability scanning and	Can conduct analysis of new attack	•	security provisioning and can			
security testing activities including	simple forensic analysis	10	testing to reveal gaps in			
techniques to carry out a variety of	for attack reconstruction, for events	_	scanning and penetration			
 Can select and apply tools and 	Can apply security forensic analysis	•	including vulnerability			

• • •
digital technology foresight activity and can horizon scan to identify new and appropriate digital technologies. Understands and can explain the stages through which digital business services are created from discovery, through to live and how to align with business goals Understands and can explain how to develop strategies for the management and deployment of new and emerging technologies, tools and techniques and can work with solutions architects, providers and systems administrators to assist with planning Understands and can explain that digital workplace infrastructure solutions need to achieve high availability, stable and robust operational service for end users
•
infrastructure planning with business goals to create effective digital workplace environments. Can contribute to the development of strategies for the management and deployment of new and emerging technologies, tools and techniques. Can work with solutions architects, providers and systems administrators to assist with planning and implementation of enterprise- wide resilient, capable, adaptable, scale-able, user-friendly systems that meet business needs. Understands and can explain how to implement digital solutions that improve business processes and services, ensuring stable and robust operational service delivery and high availability for end users
reports and deliver presentations to senior management to secure budget Can align digital infrastructure strategy and planning with business goals to create effective digital workplace environments and develop policies, and guidelines that direct the selection and implementation of digital workplace infrastructure Can develop and implement strategies for the management and deployment of new and emerging technologies, tools and techniques which deliver business value within the context of a digital workplace in a fast-changing business environment and work with solutions architects, providers and systems administrators to provide resilient, capable, adaptable, scaleable, user-friendly systems. Can implement digital solutions that improve business processes and services, reduce administration costs and provide improved communications. Can take responsibility for digital workplace infrastructure solutions that focus on achieving stable and robust operational service delivery and high availability for end users.