Functional	Contributing	Journey	Advanced
Planning and Organizing	Understands tasks required in job and takes ownership to complete tasks. Takes initiative to plan and organize daily activities and tasks. Works independently on tasks, develops own work schedule and monitors progress against defined parameters.	Sets priorities and knows when priorities need to be changed. Works independently and manages job with minimal supervision. Able to adapt work to unanticipated changes. Organizes and follows complex and/or detailed technical procedures. Works independently and performs job with minimal supervision.	May regularly assists management in establishing work standards, standard processes and references. Provides regular day-to-day planning and organizing the work of other technician and/or analyst. .
Project Management BENCHMARK EXPRESSION ➡	Serves as a productive team member on a project team or manages a project task. Substantively contributes to project meetings. *Follows agency processes and approvals for projects.*	Manages one module of a larger project or responsible for projects of limited to medium complexity. Develops project plan, manages milestones and drives project of moderate complexity forward. Accountable for keeping project on track. Anticipates project problems and leads collaboration to avoid or manage problems.	Manages complex projects. Develops project plan, manages milestones and drives project forward. Accountable for keeping project on track.

Functional	**Contributing**	**Journey**	**Advanced**
Technical Knowledge	Understands theory behind applications systems analysis and programming and requires some guidance to develop applications. Uses general understanding of technical theory to coordinate and consult with technical staff.	Competent to work on most phases of application systems analysis and programming without guidance. Uses theoretical understanding of technology to translate business needs into technical specifications.	Serves as an experienced technical resource to technicians and analysts. Programs complex routines. Typically has significant expertise and experience. Frequently works at a high technical level of applications systems analysis and programming. Uses detail understanding of technical issues to design architecture for stable technologies and provides direction for technicians and other analysts.
Technical Solution Development	Develops logical flow of simple applications. Designs input/output and file specifications. Able to evaluate code and its functionality and recommend or make changes to improve performance of simple applications.	Devises or modifies applications to solve moderately complex problems considering computer equipment capacity and limitations. Supports technology applications by exploring and adapting to changing technologies.	Investigates, researches and implements new technologies in specialty or related area. Devises or modifies procedures to solve complex problems considering computer equipment capacity and limitations. Regularly provides guidance and suggestions to less experienced analysts/programmers.

Functional	Contributing	Journey	Advanced
Technical Support	Effectively uses available tools in problem solving and systems analysis. Resolves routine problems. Seeks out advanced level support to assist as needed. Performs diagnostics on assigned software and/or hardware according to standard operating procedures.	Resolves routine and some non-routine problems. Spots trends in reoccurring problems and takes action to prevent future occurrences. Makes suggestions for technical modifications to prevent future problems.	Serves as a key resource in solving problems of high complexity to other analyst and technicians. Utilizes advanced skills to make technology modifications. Recommends methods of resolving problems to lower level analysts or client representatives.
Consultancy Skills	Understands user needs through discussion with customer. Able to convey technical information to client and promote understanding of relevant issues.	Builds on-going partnerships with clients. Works with client to discuss alternative technical solutions. Consults with senior level decision-makers to discuss alternative technical solutions Consults with clients and higher-level technicians and analysts to resolve technical problems and ensure client satisfaction.	Provides consultation on issues and requests from clients that require the implementation or creation of a custom solution. Understands the market, industry and competitors that have an impact on the customer's business. Consults with senior level decision-makers, on an on-going basis, to develop long-range strategic alternatives. Builds client support of ITS objectives.