Functional	Contributing	Journey	Advanced
Planning and Organizing	Regularly assists management in establishing work standards, standard processes and references. Organizes and follows complex and/or detailed technical procedures.	Provides regular day-to-day planning and organizing of the work of others. Reorganizes work assignments of other employees and adapts their workload if necessary, to unanticipated changes.	Provides leadership in long-term planning for the work unit. May serve as lead over others in work unit.
Project Management	Manages projects of medium to high complexity. Develops project plan, manages milestones and drives project forward. Performs project tasks on schedule.	Accountable for keeping project on track. Manages projects that require directing the work of others and with some latitude on actions or decisions.	Manages projects that have high impact and/or of high complexity. Projects often involve significant changes to infrastructure or the implementation of emerging technologies. Directs the work of others and has decision-making authority on actions or decisions.
Technical Knowledge	Evaluates, designs and maintains complex technical systems. Exhibits advanced knowledge of the specialty area and general understanding of multiple areas demonstrated by an understanding and use of the general principles, theories and practices pertinent to the specialty.	Detailed knowledge of complex technology operations. Considered a resource in a technical specialty area.	Advanced knowledge of complex technology operations. Typically considered the statewide expert in an advanced voice, video or data network specialty and serves as a resource for other specialists.
Technical Solution Development	Plans and designs solutions for complex aspects of network. Assists in developing solutions that impact the statewide infrastructure.	Develops solutions that impact the statewide infrastructure. Investigates, researches and puts into place new technologies in specialty or related area to improve performance.	Serves as a statewide expert in designing the most advanced solutions associated with network expansions and integration of new technologies.
Technical Support	Sufficient knowledge of technology and resources available to resolve network operating problems referred by analysts or clients.	Advanced knowledge of technology resources and specialty areas to serve as resource for analysts Uses detail understanding of technical issues to design architecture for stable technologies.	Expert resource for problem resolution in network operations

Functional	Contributing	Journey	Advanced
Consultancy Skills	Provides consultation on issues and requests from clients that require the implementation or creation of a custom solution. Consults with senior level decision-makers, on an on-going basis, to discuss alternative technical solutions.	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. Consults with clients, high-level technicians, analysts and peers to resolve problems.	Regularly provides expertise and consulting to committees, boards and/or CIO. Understands the market and industry that have an impact on the state's business. Consults with clients, high-level technicians, analysts and technical peers to resolve problems.

Functional	Contributing	Journey	Advanced
Communicate Effectively	Able to convey ideas on routine subjects clearly, both in writing and orally. Translates simple technical issues into understandable terms for non-technical users. Uses appropriate language and grammar when speaking or writing to others.	Able to convey ideas on non-routine subjects clearly. Uses method of communication most appropriate to situation. Adapts delivery based on appropriateness of situation. Translates technical issues into understandable terms for non-technical users. Communicates for understanding for the listener.	Translates advanced technical issues into understandable terms for non-technical users. Understands underlying dynamics of a situation and adapts communication accordingly.