Functional	Contributing	Journey	Advanced
Planning and Organizing	Regularly assists management in establishing work standards, standard processes and references.	May provides regular day-to-day planning and organizing the work of others.	Provides leadership in long-term planning for the work unit.
	Develops own work schedule and monitors progress against defined parameters.	Reorganizes work assignments of other employees and adapts their workload, if necessary, to unanticipated changes. Applies technical judgment to plan and	Plans task timelines and use of resources.
		organize tasks to achieve desired outcomes.	
Project Management	Manages projects of medium to high complexity. Develops project plan, manages milestones and drives project forward. Includes software installation and migration.	Manages highly complex projects. Includes software installation and migration. May develop projects.	Manages projects that have high impact and/or of highest complexity. Projects often involve significant changes to infrastructure or the implementation of emerging technologies.
	Accountable for keeping project on track.		May have final technical decision responsibility. Manages and/or develops projects.
Technical Knowledge	Modifies moderately complex operating systems software. Assists with design, coding and debugging.	Modifies complex operating software programming. Able to make sophisticated modifications.	Top level technical expert in highly specialized phases of software systems programming.
	Has a functional knowledge of automated operations software.	In-depth knowledge of automated operations software and its functioning related to other software.	Serves as technical resource for analysts and specialists.
Technical Solution	Makes recommendations for enhancements or changes to improve system performance.	Identifies trends in reoccurring problems and develops appropriate solution.	Serves as an expert in designing system infrastructure to solve reoccurring problems.
Development	Assesses impact of new technologies on current systems.	Assists management in establishing technical standards and processes. Develops advanced solutions to improve	Develops and/or implements highly complex information technology solutions to enhance enterprise
	Demonstrates thorough knowledge of technologies and systems in place	operational performance.	success.

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Functional	Contributing and is capable of supporting these technologies. Interacts with hardware and software vendors as appropriate to solve problems.	Journey Integrates knowledge and skills from a range of technologies to address work assignments and problems of moderate complexity. Researches and implements appropriate new technologies.	Advanced
Technical Support	Recommends methods of resolving problems to lower level analysts or client representatives Serves as a resource in solving problems of medium complexity.	Negotiates time and priorities with vendors to achieve problem resolution Serves as a resource in solving problems of high complexity. Independently resolves problems through advanced systems analysis and troubleshooting procedures.	Provides technical consultation on complex projects. Top level technical in highly specialized area of applications analysis and development.
Consultancy Skills	Provides consultation on issues and requests from clients that may require the implementation or creation of a custom solution. Consults with senior level decision-makers 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. Analyzes and assesses client needs to develop effective and appropriate solutions to complex problems. Builds client support of ITS objectives.	Regularly provides expertise and consulting to committees and boards. Understands the market and industry that have an impact on the state's business. Consults with other specialists, analysts, technicians, and vendors to develop solutions using new or existing technologies.

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