| Functional | Contributing | Journey | Advanced |
|---|---|---|---|
| **Planning and Organizing** | Manages tasks independently, develops own work schedule and monitors progress against defined parameters with minimal supervision. Effectively contributes to planning within specialty. | Organizes and follows complex and/or detailed technical procedures.  Provides leadership and planning for organization. | Capable of creating ad hoc work groups to analyze problems, develop solutions, and communicate solutions effectively. Participates in IT planning for the organization. . |
| **Project Management** | Actively participates to ensure project success.  Completes project responsibilities independently and effectively. | Manages technical projects of varying scale under minimal supervision.  Demonstrates initiative in solving unexpected problems associated with projects and daily work. | Leads projects that require directing the work of others with some latitude on actions or decisions.  Manages timelines, resources and personnel (internal staff and contractors), and leads implementation efforts to completion. |
| **Technical Knowledge** | Demonstrates thorough knowledge of technology principles and terminology associated with the area of responsibility. | May have substantive and methodological expertise pertinent to a particular discipline(s). | Exhibits advanced knowledge as demonstrated by an in-depth understanding and application of principles, theories and practices pertinent to the organization and/or enterprise.<br><br>Serves as technical resource for other analysts and lower level specialists. |
| **Technical Solution Development** | Works within own specialty with ability to integrate and coordinate elements of that specialty.<br><br>Demonstrates thorough knowledge of technologies and systems in place with the capability of supporting these technologies.<br><br>Independently applies technical judgment to work assignments to achieve desired outcomes.<br><br>Interacts with hardware and software vendors as appropriate to solve problems. | Integrates knowledge and skills from a range of technologies to address work assignments and problems of moderate  to high complexity.<br><br>Researches and implements appropriate new technologies. | Demonstrates substantial knowledge of other technologies with the ability to integrate this knowledge to achieve solutions to problems of high complexity.<br><br>Develops and/or implements highly complex information technology solutions to enhance enterprise success. |

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| **Technical Support** | Capable of resolving complex problems based on existing documentation/training/resources.

Ability to solicit relevant information from client in order to solve, document, and effectively communicate solution to client.

Communicates solutions to technicians, analysts, and other affected personnel to aid their future problem solving ability. | Independently resolves complex problems through advanced analysis.

Knowledge of other work specialties and the ability to integrate this knowledge to develop and communicate solutions.

Communicates solutions to technicians, analysts, other specialists, and other affected personnel to aid their future problem solving ability.
. | Able to identify emerging trends and issues and make suggestions for technical modifications to solve current and prevent future problems.

Able to make decisions based on weighing options and consequences.

Advanced knowledge of a spectrum of work specialties and the ability to integrate this knowledge to develop and communicate innovative and effective solutions. |
| **Consultancy Skills** | Determines client needs and effectively communicates back to technical experts.

Acts as technical resource to others within work specialty. | Proactively develops and verifies problem resolution.

Technical expertise respected among technical community and others.

Acts as technical resource to others. | Technical expertise commonly sought in resolving highly complex problems.

Consults with clients, peers and/or managers to develop requirements, solve problems and/or proactively establish technical directions.

Interacts with broad range of representatives to solve enterprise-level problems. |