

<b>Functional</b>	<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p><b>Staff Development</b></p>	<p>Assist and coach employees to improve performance. Understands strengths and weaknesses of each employee.</p> <p>Provides development opportunities for individuals and team to meet their full potential.</p> <p>Resolves minor problems, informal complaints and grievances on an informal basis. May recommend final disciplinary action.</p> <p>Interviews and assesses applicants for jobs. Often done with the assistance of a higher-level manager or director.</p> <p>Monitors work of subordinates and accepts or rejects work based on established work standards.</p> <p>Ability to identify training needs of staff.</p> <p>Promotes the career path of employees within specified job family.</p> <p>May complete performance appraisals with assistance of HR and/or higher-level management assistance.</p>	<p>Manages employee's variety of skills necessary to meet future objectives of organization.</p> <p>Resolves formal complaints. Issues initial written warnings and recommends more serious disciplinary actions to superiors.</p> <p>Interviews and assesses applicants for jobs. Makes final decision on selected candidate determines appropriate salary and extends offer.</p> <p>Reviews work of subordinates to assure high quality, quantity and efficient operation, when projects or work tasks are completed.</p> <p>Understands organization's underlying concepts of policies and applies them consistently.</p> <p>Manages resources effectively to provide for employee training and growth.</p>	<p>May facilitate growth and development of managers and other supervisors.</p> <p>Takes actions on disciplinary recommendations including suspension and recommends dismissals.</p> <p>Reviews accomplishments to assure that program missions and goals are being met. Conducts final review for most difficult, controversial or sensitive work.</p> <p>Ensures subordinate managers understand concepts related to the organization's policies.</p> <p>Possesses and applies expertise in coaching, conducting annual performance reviews, and managing total skill set of unit.</p> <p>Actively seeks resources and opportunities for employee training and growth.</p>

<b>Functional</b>	<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p><b>Planning &amp; Organizing</b></p>	<p>Coordinates project planning for simple or stable technologies.</p> <p>Plans the daily or weekly workload to meet work group objectives.</p> <p>Makes minor adjustments in methods or procedures.</p> <p>Explains and applies established work rules, standards, guidelines and policies.</p> <p>Plans and implements the delivery and improvement of services, staffing and resources. Actively provides oversight to work unit.</p> <p>Responsible for operating within established budget.</p>	<p>Coordinates project planning for large project installations or enhancements of advanced technologies.</p> <p>Participates in establishing rules, standards, guidelines and policies governing the work process; including quality and quantity of work.</p> <p>Determines applicability to varying work situations and makes needed adjustments.</p> <p>Motivates staff:</p> <ul style="list-style-type: none"> <li>• to do quality work on a timely basis,</li> <li>• to develop innovative solutions to existing issues/problems, and</li> <li>• to identify new technology solutions.</li> </ul> <p>Evaluates budget needs and submits suggested priorities based on program objectives and costs; justifies needs to higher officials; approves or rejects expenditures and may make routine fund transfers.</p>	<p>Coordinates long-term project planning for large research/development projects.</p> <p>Makes significant changes in the organizational structure, methods and procedures to respond to new goals and programs.</p> <p>Plans for utilization of staff, space, equipment and other resources.</p> <p>Ensures the development of internal policies and procedures.</p> <p>Develops or ensures the development of, and gives final approval to rules, standards, guidelines and policies governing quality and quantity of work. Determines applicability in controversial or precedent setting situations.</p> <p>Determines budget needs and recommends, with significant influence, priorities based on program mission, costs and projected revenues; has authority for significant decisions on fund transfers.</p>

<b><i>Functional</i></b>	<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<b><i>Technical Leadership</i></b>	<p>Typically recognized for technical expertise. Maintains up-to-date understanding of technical issues in own field.</p> <p>May provide on-the-job training in the techniques or theories required to complete work.</p> <p>Uses technical understanding to direct and assist staff. Extracts and applies core concepts to problem solving.</p> <p>Manages technical projects, which may be of limited scale. Manages timelines, resources and personnel (internal staff and contractors), and directs implementation efforts to completion.</p>	<p>Screen and evaluate updates to current technologies. Make recommendations to management about updating technologies.</p> <p>Manages technical projects of varying scale that require latitude in decision and actions. Demonstrates initiative in solving unexpected problems associated with projects.</p>	<p>Directs research and develop new technologies. Screens and evaluates feasibility for organizational needs.</p> <p>Translates organizational technical goals into operational plans.</p> <p>Enhances enterprise's capabilities through acquisition and application of new technologies.</p>

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<p><b>Strategic Leadership</b></p>	<p>Weighs alternatives and consequences to make informed decisions on current operational issues.</p> <p>Contributes to strategic direction of the organizational unit.</p> <p>Uses appropriate metrics to monitor and enhance performance of the work unit.</p> <p>Gains support of superiors and clients; considers the impact of change and creates a positive climate</p>	<p>Impacts the technical and business direction of the organization.</p> <p>Relies on experience and judgment to plan and accomplish goals. Reviews area accomplishments toward organizational objectives in order to maximize operational effectiveness.</p> <p>Uses appropriate financial and other metrics to make business decisions.</p> <p>Promotes change by communicating to and involving others; Eliminates ineffective processes that are outdated</p>	<p>Defines business strategies and contributes to the enterprise's vision. Establishes goals, determines needs.</p> <p>Incorporates a broad range of internal and external factors when solving problems and making decisions.</p> <p>Recognizes strategic opportunities for success.</p> <p>Weighs alternatives and consequences to make informed decisions on long-term operational issues.</p> <p>Demonstrates vision and ability to proactively plan, implement, and forecast for organizational and/or enterprise success.</p> <p>Evaluates organizational readiness and capacity for change and adjusts accordingly</p>