

<p>Contribution to the Business</p>	<p align="center">Level Designation position exceeding the scope of this matrix must be presented through University Executive Leadership and Human Resources.</p> <p align="right">Any</p>			
<p>Technical Knowledge Depth and Breadth</p>	<p align="center">IT Manager</p>	<p align="center">Sr. IT Manager</p>	<p align="center">Associate Director</p>	<p align="center">Director</p>
<p>Knowledge & application of field or discipline. Scope & complexity of contribution. Integration & application of multiple technologies or disciplines. Contributions recognized by others. Knowledge of institution goals and objectives.</p>	<p>Applies advanced methods of field. Extends or adapts theory and general principles. Strong knowledge of related technical fields. Has general knowledge of the operations & objectives of several business functions. Applies multiple technologies for integrated solutions. Foresees the consequences of integration. Leverages emerging technologies within field. Usually achieve technical expertise at the specialist or principal level prior to appointment.</p>	<p>Applies advanced methods of field. Extends or adapts theory and general principles. Strong knowledge of related technical fields. Has broad knowledge of operations and objectives of several business functions. Applies multiple technologies for integrated solutions. Foresees the consequences of integration. Leverages emerging technologies. Understands business functions and applies appropriate technical solutions. Applies change process management to technical solutions.</p>	<p>Recognized as authoritative expert in field or multiple technical fields. Develops theory and principles. Extensive knowledge of related fields. Directs systems approach to multiple technologies. Has broad knowledge of operations and objectives across institution and the corresponding roles of information/instructional technology. Integrates a wide range of established and emerging technologies. Fully anticipates the overall institution business consequences. Develops and manages change process.</p>	<p>Recognized as authoritative expert in field or multiple technical fields. Develops theory and principles. Extensive knowledge of related fields. Directs systems approach to multiple technologies. Has comprehensive knowledge of institution operations and objectives and the corresponding roles of information/instructional technology. Integrates a wide range of established and emerging technologies. Fully anticipates the overall institution business consequences. Develops and implements change process for multiple groups. Integrates technology application with focus on vision and mission of the unit and UGA.</p>
<p>Problem Solving & Analysis</p> <p>Utilizing depth and breadth of technical knowledge to analyze and solve problems. Leveraging internal and external resources contributing to successful outcomes. Uses initiative, innovation and creativity to solve complex problems and issues concerning projects, personnel, and business functions.</p>	<p align="center">IT Manager</p> <p>Solves problems where cause and effect may not be obvious. Uses creative solutions balancing resources and results. Recommends new techniques. Understands when and how to apply appropriate technology to solve problems. Responsible for budget analysis and planning.</p>	<p align="center">Sr. IT Manager</p> <p>Solves wide range of unusual or complex problems. Uses creative solutions balancing resources, results and change management. Analyzes impact of solutions across multiple units or technologies. Leads multiple individuals and or units in problem solving. Collaboratively contributes to budget analysis for team, unit and department leaders.</p>	<p align="center">Associate Director</p> <p>Solves wide range of unusual or complex problems across multiple technical fields and supporting multiple business functions. Seeks innovation in providing creative solutions. Balances and pursues resources for problem solutions and evaluates results. Seeks new techniques. Researches best practices for effective solutions. Leads problem resolution, budget and project development and management for multiple teams. Assists managers with analysis of business problems.</p>	<p align="center">Director</p> <p>Solves wide range of unusual or complex problems requiring comprehensive understanding of their field, other fields and customer constraints. Has extensive record of generating and implementing original and valuable ideas. Maximizes results through appropriate use of internal and external resources. Innovative solutions benefit multiple organizations/units and support or enable business practices. Provides experienced analysis of business problems and applies technological solutions requiring deliverables from multiple units, teams, managers and assoc. directors.</p>

Interpersonal Skills Communication, Customer Service and Team Work	IT Manager	Sr. IT Manager	Associate Director	Director
<p>Communicates effectively through written & verbal presentations. Recognizes scope and audiences to tailor communications. Builds customer relationships and serves as liaison between customers and others. Relationship building through collaboration and knowledge sharing.</p>	<p>Demonstrates effective oral, written, and presentation skills. Makes complex, extensive material clear and engaging. A key member of the customer's team. Recommends technologies and proposes projects to meet client business objectives. Identifies IT opportunities for customers and communicates requirements to IT suppliers. Encourages and enables teamwork with others. Shares knowledge, processes and tools to increase the capability of other individuals.</p>	<p>Demonstrates effective oral, written and presentation skills. Makes complex, extensive material clear and engaging to diverse audiences. Tailors communication to audience. Role model in full range of team behaviors including leadership, facilitation and individual contribution. May make presentations outside institution or participate in national/international organizations or comparable activity. Facilitates connections and sharing between other employees and clients. Communicates client needs to IT professionals and other entities.</p>	<p>Initiates communications and interacts to clearly and easily define issues and predict effects and outcomes. Facilitates connections and sharing among other units and teams throughout institution. Builds positive relationships among staff, faculty, administration and students for effective communication. Sets example for IT unit or dept, for quality client service. Represents institution in presentations for internal and external groups. Uses appropriate strategies for effective communication to diverse audiences.</p>	<p>Initiates communications and interacts to clearly and easily define issues and predict effects and outcomes. Serves as a role model in full range of team behaviors including leadership, facilitation and individual contribution. Develops roles and expectations for client service. Make complex, extensive material clear and engaging and illuminates key business and technical issues. May publish and present communication to internal and external groups. Represents institution and unit to professional organizations. Shares knowledge and information throughout organization. Often represents technology services, programs and value to organization.</p>
Leadership	IT Manager	Sr. IT Manager	Associate Director	Director
<p>Engaging others. Setting direction. Mentor/teaching. Knowledge of Unit's business requirements. The ability to manage change. Contributes to the development of expected outcomes. Role in team and project leadership. Sets direction and develops vision. Builds consensus. Motivates staff. Creates opportunities for professional development. Leadership positions spend the majority of their time managing people, monitoring and rewarding performance and leading technology change and innovation.</p>	<p>Plans and monitors work in context of unit vision. Provides strategic management of objectives of operating unit and assigned activities. Facilitates consensus building. Recognizes diverse opinions and views. Demonstrates enthusiasm for unit and institution mission. Takes positive approach to work. Recognizes own strengths and weakness and seeks opportunities for training and experience to improve. Provides positive feedback for team and encourages career growth. Responsible for setting goals, performance evaluation and professional development of team.</p>	<p>Contributes to team achievement of unit and institution goals. Formulates strategic or management plans. Monitors performance of unit. Considers alternative solutions and builds consensus for chosen plan. Involves and motivates others. Values contribution of all team members. Delegates meaningful work appropriately for team success. Identifies opportunities for professional growth for self and staff. Provides constructive feedback. Provides experienced leadership in the development of unit goals. Responsible for performance evaluation and professional development for team members and junior managers.</p>	<p>Leads multiple teams and staff to achieve unit and institution goals. Directs development, implementation and evaluation of strategic and tactical plans. Guides teams through differences and encourages members to weigh alternatives and select positive course. Encourages team to define problems and create innovative and creative solutions. Objectively assesses skill levels of staff and appropriately organizes team and projects. Fosters career growth for IT professionals. Effectively leads change process. Typically supervises managers and/or team members and leads unit projects or special programs. Develops goals, conducts performance evaluations and professional development opportunities for team, unit and department. Leads strategically.</p>	<p>Formulates vision, strategic management plans for unit or enterprise. Creates work environment that encourages innovation and risk-taking. Creates linkages among IT teams to enable goal achievement. Confronts and resolves conflict. Inspires team to new responsibilities and challenges. Creates effective team structure. Actively monitors job enrichment, skill development and professional growth for self and others. Effectively leads change process for unit and institution. Serves as role model for IT leadership. Senior leader of unit with multiple managers, associate directors or supervisors. Manages change and appropriately leads process. Responsible for unit improvement. Provides professional development opportunities for staff and mentors career growth. Directs performance evaluation of entire department.</p>

	IT Manager	Sr. IT Manager	Associate Director	Director
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