

| Contribution to the Business<br>("what")   | <b>Level Designation</b><br>Any position exceeding the scope of this matrix must be presented through University Executive Leadership and Human Resources.  |  |   |   |
|--|---|--|---|---|
| Technical Knowledge Depth and Breadth  | Assistant   | Associate  | Specialist  | Principal   |
| Knowledge & application of field or discipline. Scope & complexity of contribution. Integration & application of multiple technologies or disciplines. Contributions recognized by others. | Demonstrates <b>basic technical skills</b> at the depth and scope required for the position. Realizes the contributions of others   | Developing <b>proficient technical skills</b> at the depth and scope required for position. Moderate, working knowledge of technologies within general areas. Is known as knowledgeable professional by peers. | Demonstrates proficient technical skills at the depth and scope required for position. Functional, working knowledge of technologies within area of specialty. Is known as knowledgeable professional by peers and recognized as an expert in one or more fields. | Demonstrates <b>advanced technical skills and comprehensive understanding of business practices</b> in carrying out responsibilities of position. Applies systems thinking to technical application. Is sought out as knowledgeable professional in multiple fields. Demonstrates continued learning of technical skills, application, and integration. |
| Problem Solving & Analysis   | Assistant   | Associate  | Specialist  | Principal   |
| Utilizing depth and breadth of technical knowledge to analyze and solve problems. Leveraging internal and external resources contributing to successful outcomes.                          | Developing <b>basic problem-solving skills</b> and appropriately applying proven solutions. Consistently <b>delivers prescribed outcomes</b> in a timely and accurate manner with appropriate guidance. | Provides <b>quality solutions for conventional problems</b> of moderate complexity. Seeks new solutions to existing problems.  | <b>Recognizes new problems and determines working solution</b> routinely and accurately. Work assignments are typically given in terms of expected outcomes.  | <b>Autonomously analyzes complex problems;</b> identifies critical elements and alternatives, organizes existing resources and new information to implement most appropriate solution. <b>Identifies</b> emerging requirements and <b>solutions</b> .   |

| <b>Interpersonal Skills<br/>Communication, Customer<br/>Service and Team Work</b>   | <b>Assistant</b>  | <b>Associate</b>  | <b>Specialist</b>   | <b>Principal</b>  |
|---|---|---|---|---|
| <p>Communicates effectively through written &amp; 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><b>Demonstrates</b> listening and oral and written communication <b>skills sufficient to understand and carry out routine assignments. Has some knowledge of unit's objectives and functions. Establishes &amp; grows relationships with customers. Communicates customer requirements to team mates.</b> Interacts within defined parameters.</p> | <p><b>Communicates issues and concepts clearly</b> and at level of detail required to resolve issues of moderate complexity. Has general knowledge of the operations &amp; objectives of the unit. Identifies IT opportunities for customers and communicates customer requirements to IT and other entities.</p>                           | <p>Initiates communications and interacts to <b>clearly and easily define issues and predict effects / outcomes. Has a broad knowledge of operations and objectives across the unit. Is sought out and recognized by customers for positive and effective support. Recommends technologies and proposes solutions to meet customer needs.</b></p>           | <p><b>Communicates complex material clearly</b> in all formats and ensures users understand the scope of their requests and the consequences of their decisions. Has broad knowledge of operations &amp; objectives across the unit and the University. A key member of customer's team. Translates the customer's business objectives into IT solutions. Manage supplier relationships.</p>                      |
| <b>Leadership</b>   | <b>Assistant</b>  | <b>Associate</b>  | <b>Specialist</b>   | <b>Principal</b>  |
| <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.</p>  | <p><b>Develops relationships with others involved in field and in unit functions. Contributes to deliverables based on direction from others. Contributes to objectives of the team. Assists others as needed.</b></p>  | <p>Recognizes contributions of others. Is respected as a source of valuable and original ideas. Shares knowledge and special skills with others. Works both independently and on a team and <b>may have some responsibility for team deliverables. May serve as a supervisor for employees at the Assistant and/or Associate level.</b></p> | <p>Recognizes contributions of others. Coaches less experienced employees. Is recognized as an individual contributor to group efforts. Influences direction of the team. Suggests direction for others. May have <b>leadership responsibilities that may include supervision, performance management, budget management and/or project management.</b></p> | <p><b>Facilitates connections &amp; sharing between other employees. Functions as a mentor for other IT professionals in the unit and UGA. Emphasizes quality and influences direction for unit and team members. Frequently plans and leads large projects. May have team leadership responsibilities that may include supervision, performance management, budget management and/or project management.</b></p> |
|   | <b>Assistant</b>  | <b>Associate</b>  | <b>Specialist</b>   | <b>Principal</b>  |