

SYSTEM, INFO SECURITY, and DATA ANALYST EXPECTATIONS
ADMINISTRATIVE SYSTEMS

Summary

This document describes the expectations for analyst who is mature in their current role. The analyst may be a System Analyst, Info Security Analyst, or Data Analyst. These are guidelines and should be discussed between managers and employees.

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Learns and demonstrates analyst and project management skills through completing production support tickets and leading small, low complexity projects and work assignments. Working closely with senior staff and manager for direction and escalation.	Demonstrates seasoned analyst and project management skills though effectively resolving production support issues and leading projects and work assignments of increasing complexity. Works independently on tasks, seeking support on direction and escalation occasionally.	Demonstrates strong analyst and project management skills though effectively resolving production support issues and leading projects and work assignments of increasing complexity. Works independently on tasks, is the subject matter experience for their area of focus, is sought out to help set direction and manages escalated issues.	Demonstrates expert level analyst and project management skills. Is able to effectively lead a team of analysts to ensure effective resolution of production support issues and work assignments to support the organization's portfolio. Is able to work independently on tasks and complex projects, is the subject matter expert for their area of focus, is sought out to help set direction, and manages and resolves escalated issues.

Analyst Role Activities

This includes the high level summary work that is includes as an Analyst when assigned/leading projects (E.g.. requirements gathering, testing, configuration changes)

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Presents to the business, collect and write requirements, understands system capabilities, application security, or AS data management standards, formulate recommendations by successfully translating business and user needs into accurate requirements achieving 80% of customers satisfied with delivered project outcome	Presents to the business, collect and write requirements, understands system capabilities, application security, or AS data management standards, formulate recommendations by successfully translating business and user needs into accurate requirements achieving 80% of customers satisfied with delivered project outcome	Presents to the business, collect and write requirements, provides expertise on application security or AS data management standards, understands system capabilities, formulate recommendations by successfully translating business and user needs into accurate requirements achieving 80% of customers satisfied with delivered project outcome	Presents to the business, collect and write requirements, mentors others on AS data management or application security standards, understands system capabilities, formulate recommendations by successfully translating business and user needs into accurate requirements achieving 80% of customers satisfied with delivered project outcome
Documents and completes accurate configuration changes	Documents and completes accurate configuration changes	Documents and completes accurate configuration changes	Documents and completes accurate configuration changes
Collaborates directly with assigned technical partner on project work, identifying best technical and functional solution. Learns design methods such as prototypes/wireframes/mockups.	Collaborates directly with assigned technical partner on project work, identifying best technical and functional solution. Formulates design tools such as prototypes/wireframes/mockups.	Collaborates directly with assigned technical partner on project work, identifying best technical and functional solution. Formulates design tools such as prototypes/wireframes/mockups.	Collaborates directly with assigned technical partner on project work, identifying best technical and functional solution. Formulates design tools such as prototypes/wireframes/mockups.
Creates a thorough test strategy/plan and tests solution (I.e. Functional features and usability testing). Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during stabilization period.	Creates a thorough test strategy/plan and tests solution (I.e. Functional features and usability testing). Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during stabilization period.	Creates a thorough test strategy/plan and tests solution (I.e. Functional features and usability testing). Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during stabilization period.	Creates a thorough test strategy/plan and tests solution (I.e. Functional features and usability testing). Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during stabilization period.
Likely will need several iterations of project documents (charter, requirements, test plans, etc.) and input /review from senior team members	Likely will need a few iterations of project documents (charter, requirements, test plans, etc.) and input/review from senior team members	Minimal iterations of project documents (charter, requirements, test plans, etc.) and may solicit input/review from team members	Minimal iterations of project documents (charter, requirements, test plans, etc.)
	Leads UAT testing with business	Leads UAT testing with business	Leads UAT testing with business
Reviews/validates changes after moved to Production	Reviews/validates changes after moved to Production	Reviews/validates changes after moved to Production	Reviews/validates changes after moved to Production
Identification of potential mistakes/errors and applies learned skills to future work. Likely will need to engage senior team members to help determine resolution path.	Identification of potential mistakes/errors and applies learned skills to future work. Likely will be able to determine and apply resolution path and in some cases, may need to engage senior team members for assistance.	Identification of potential mistakes/errors and applies learned skills to future work. In majority of cases, are able to determine and apply resolution path independently.	Identification of potential mistakes/errors and applies learned skills to future work. Typically able to determine and apply resolution path independently. Helps other staff identify potential learning opportunities and determine appropriate resolution path.
Empowered to try a new innovation solution or approach, using dialogue with manager and senior staff.	Empowered to try a new innovation solution or approach, using dialogue with manager and senior staff.	Empowered to try a new innovation solution or approach, using dialogue with manager. Encourages innovation amongst junior team members.	Empowered to implement new innovation solutions or approaches for team. Encourages and facilitates junior team member engagement in these activities.
			Helps team members identity project risks and strategies for early mitigation/management

Project Assignment (Leading, Independent Contributor, etc.)

This section describes the responsibility of leading projects, projects that team members are assigned, and project management role and responsibilities * Any project work under 100 hours is included in this section, but may be referred to as an

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Typically leads projects of smaller size, lower complexity and risk with lower University/customer facing visibility. These projects are likely repeatable, conducted previously by team/unit, or changes to an existing module/system. Depending on the other factors, the project is typically sized <500 hours.	Typically leads projects of medium size, complexity and risk with medium University/customer facing visibility. These projects may be repeatable, conducted previously by team/unit, and may also lead projects brand new to the team/unit and/or in the Differentiate and Innovate categories. Depending on the other factors, the project is typically sized between 501 -1000 hours.	Typically leads projects of medium/large size, complexity and risk with medium/large University/customer facing visibility. These projects are likely to be brand new to the team/unit and/or may be in the Differentiate and Innovate categories. Depending on the other factors, the project is typically sized at 1001 - 1500 hours.	Typically leads projects (functional lead and/or project manager) of largest size, highest complexity and risk with largest University/customer facing visibility. These projects are likely to be brand new to the team/unit and/or may be in the Differentiate and Innovate categories. Depending on the other factors, the project is typically sized >1500 hours.

Typically assigned as an independent contributor to projects that are larger size and/or higher complexity or risk (In these cases, another resource is leading the project).	May get assigned as an independent contributor to larger size projects(In these cases, another resource is leading the project). or may get assigned to lead multiple smaller sized projects.	May get assigned as a contributor to larger size projects; or may get assigned /lead multiple smaller sized projects	May also get assigned as a contributor to any size project
Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.
Are likely to need additional assistance and guidance, especially when leading a project	In majority of cases, likely to lead or work on projects independently, and needing additional assistance and guidance in some controversial and/or far reaching implications	Able to lead or work on projects independently; needing occasional assistance and guidance in new or unusual circumstances.	Able to lead or work on projects independently; recommending action to supervisor in regard to major or far-reaching new or unusual circumstances.
Participate in at least one cross-team administrative systems project	Participate in at least one cross-team administrative systems project	Participate or lead least one cross-team (Administrative Systems) project	Leads at least one cross-team (Administrative Systems) project
		Helps determine appropriate project approach (Agile, Waterfall) for	Determines appropriate project approach (Agile, Waterfall) for
			Coordinates in resource management/project assignment to align teams with project work

Subject Matter Expert Knowledge

This section describes the subject matter knowledge individuals should have; ranging cross systems, within systems and individual modules.

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Learn the overall business process of the primary supported ecosystem from the perspective of our customers (I.e. HR Hire to Term process; Procure to Pay; Student to Alumni)	Solid understanding of the overall business process of the primary supported ecosystem from the perspective of our customers (I.e. HR Hire to Term process; Procure to Pay; Student to Alumni)	Deep understanding of the overall business process of the primary supported ecosystem from the perspective of our customers (I.e. HR Hire to Term process; Procure to Pay; Student to Alumni)	Deep understanding of the overall business process of the primary supported ecosystem from the perspective of our customers (I.e. HR Hire to Term process; Procure to Pay; Student to Alumni)
Learn how multiple systems interact across primary supported ecosystem(I.e. MyHR and MyHR Learn)	2 Solid understanding of how multiple systems interact across primary supported ecosystem (I.e. MyHR and MyHR Learn)	Deep understanding of how multiple systems interact across primary supported ecosystem (I.e. MyHR and MyHR Learn)	Deep understanding of how multiple systems interact across primary supported ecosystem (I.e. MyHR and MyHR Learn)
Demonstrates a solid understanding of at least one-two modules within primary supported system (I.e. Tuition Benefits, Purchasing, Payables)	Solid understanding of more than 2 modules within primary supported system (I.e.. Benefits and Payroll)	Solid understanding of at least two systems (multiple modules) within primary supported ecosystem (I.e. PeopleSoft and Kronos)	Must have a deep understanding of at least two systems (multiple modules) within primary supported ecosystem (I.e. PeopleSoft and Kronos)
Learn web services and devops development	Identifies and learns new functionality/features for supported module(s) and helps make recommendation of action to team/managers and business partners	Identifies and learns new functionality/features for supported module(s) and helps make recommendation of action to team/managers and business partners	Identifies and learns new functionality/features for supported module(s) and makes recommendation of action to team/managers and business partners
Learn and apply system, applications security, or AS data management, standards	Awareness of how systems interact across administrative systems (I.e. HR Core with IDM)	Understanding of how systems interact across administrative systems (I.e. HR Core with IDM)	Understanding of how systems interact across administrative systems (I.e. HR Core with IDM)
	Demonstrate an understanding and utilization of web services	Analyze and find opportunities to increase the utilizations of web services within primary supported ecosystem.	Analyze and find opportunities to increase the utilizations of web services across administrative systems
	Demonstrate an understanding of devops development	Participates in devops development opportunities	Identify opportunities to leverage devops principles
	Demonstrate proficiency with AS system, applications security, or data management standards	Demonstrate expertise in AS system, applications security, or data management standards	Help lead efforts for staff to be on at least one cross-team project & look for opportunities for rotational/cross team projects
			Mentor IT and Business colleagues in AS system, applications security, or data management standards

Production Support

Support to existing applications and systems, including knowledge questions and break fixes

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Understand the production support process and provide production support for assigned tickets within set SLA windows.	Provides production support for assigned tickets with SLA windows, following all completion steps with adequate documentation using the Incident Management Framework	Provides production support for assigned tickets with SLA windows, following all completion steps with adequate documentation using the Incident Management Framework	Provides production support for assigned tickets with SLA windows, following all completion steps with adequate documentation using the Incident Management Framework
Determine if the issue is knowledge gap, data related, configuration or technical changes (root cause) and execute resolution. Likely need assistance from other analysts or manager after doing initial analysis/review	Determine if the issue is knowledge gap, data related, configuration or technical changes (root cause) and execute resolution - For familiar modules: Able to complete analysis/troubleshooting independently - For unfamiliar modules: May need seek assistance from other analysts after doing initial analysis/review	Determine if the issue is knowledge gap, data related, configuration or technical changes (root cause) and execute resolution - For familiar modules: Able to complete analysis/troubleshooting independently - For unfamiliar modules: Likely able to troubleshoot independently by utilizing strong problem solving skills and related knowledge. May need seek some knowledge from a subject matter expert.	Determine if the issue is knowledge gap, data related, configuration or technical changes (root cause) and execute resolution - For familiar and unfamiliar modules: Able to troubleshoot independently by utilizing strong problem solving skills and related knowledge. May need to seek some knowledge from a subject matter expert.

May need assistance with prioritization of production tickets	In majority of cases, able to prioritize production tickets	Able to prioritize production tickets	Able to prioritize production tickets
Notification to business of system impact/issue, if appropriate. Likely need to engage senior staff to determine how to handle.	Notification to business of system impact/issue, if appropriate. May need to engage senior staff to determine how to handle.	Notification to business of system impact/issue, if appropriate. In some cases, may need to engage senior staff to determine how to handle.	Notification to business of system impact/issue, if appropriate.
		May identify patterns/re-occurring support questions and mitigate (i.e. Create KB article, work with business to increase training, etc.) and help determine if root cause analysis is needed	Identify patterns/re-occurring support questions and mitigate (i.e. Create KB article, work with business to increase training, etc.) and help determine if root cause analysis is needed
			Assign production support tickets to appropriate analysts and/or provide oversight to production process

Managerial Responsibilities and Knowledge/Cross Training Efforts

This section describes any knowledge sharing, cross training efforts, peer reviews, coaching and mentoring that takes place *Cross training, peer reviews can/should happen cross teams, not just internal teams

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
May cross train others on the team (E.g. Share knowledge, KB articles, project plans, relevant documentation, etc.).	Should cross train others on the team	Help lead the cross training knowledge efforts with team and cross train others on the team	Lead the cross training knowledge efforts with team
Participate in reviews with team members on functional and/or testing documentation	Complete peer reviews with junior team members	Complete peer reviews with other team members	Lead the peer review efforts with team members
	Not required to formally coach/mentor team members, but may provide work direction to other team members to complete unit of work, including consultants	Coaches and mentors team members	Coaches and mentors team members
			Has supervisory management responsibilities for at least one direct report. Complete and discuss quarterly performance reviews for direct reports; Write and discusses annual performance review; Coaches direct report for goals and development opportunities throughout the year;
			Typically is the hiring manager for open vacancy on their team (target to fill position within 6 months).
			Helps determine succession planning for team members
			Delegates tasks and/or assignments to create learning opportunities for team members
			Motivates team members toward organizational and personal development goals
			Fosters team building within team and across administrative systems

Business Relationship and Vendor Engagement

This sections describes working with business partners, forming business relationships, conducting negotiation and conflict resolution, and knowing when/how to escalate issues. This section also addresses vendor engagement

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Form solid working relationships with business partners	Form solid working relationships with business partners	Form solid working relationships with business partners and help others make connections	Form solid working relationships with business partners and help others make connections
Works directly with the business when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Works directly with the business or vendor when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Works directly with the business or vendor when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Works directly with the business or vendor when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.
Interacts with the business independently, however, may need assistance/mentoring	In majority of cases, can lead and interact independently. Occasionally may need additional assistance or escalation to a more senior analyst or direct manager	Can lead and interact independently. Occasionally may need additional assistance or escalation to a more senior analyst or direct manager	Can lead and interact independently. Occasionally may need additional assistance or escalation to manager
Able to negotiate directly with the business, particularly on low risk items. Will likely need assistance/mentoring from manager/senior staff for more politically charged, higher risk, and/or higher complexity items.	Able to negotiate directly with the business or vendor, particularly on low - medium risk items. May need assistance/mentoring from manager/senior staff for more politically charged, higher risk, and/or higher complexity items.	Able to negotiate directly with the business or vendor on most issues and items. May need assistance/mentoring from manager for more politically charged, higher risk, and/or higher complexity items.	Able to negotiate directly with the business or vendor on most issues and items. May need assistance/mentoring from manager for more politically charged, higher risk, and/or higher complexity items.
Identification of potential or existing conflict with the business or vendor; uses appropriate escalation to direct manager to work through conflict resolution solutions.	Identification of potential or existing conflict with the business or vendor; uses appropriate escalation to direct manager to work through conflict resolution solutions.	Identification of potential or existing conflict with the business or vendor; determines and executes on appropriate conflict resolutions. Uses experience and judgement to inform or escalate items to direct manager.	Leads team members through the identification of potential or existing conflict with the business or vendor; determines and executes on appropriate conflict resolutions. Uses experience and judgement to inform or escalate items to direct manager.

Learn vendor tools and resources (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.)	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc)
			Helps lead customer relationship and assist junior individuals with mentoring and escalation items; helps lead conflict resolution techniques and strategies for team members
			Motivates team members toward organizational and personal development goals
			Fosters team building within team and across administrative systems

Best Practices & IT Maturity

This section describes efforts associated with best practices and IT maturity within our organization

IT System Analyst Associate (Entry - ITS76)	IT System Analyst (Intermediate - ITS78)	IT Senior System Analyst (Senior - ITS80)	IT Lead System Analyst (Lead - ITS82)
Actively participate in new technologies (e.g. Tosca, Dev Ops), best practices (e.g. Agile, Project Management) and NUIT initiatives	Actively participate in new technologies (e.g. Tosca, Dev Ops), best practices (e.g. Agile, Project Management) and NUIT initiatives	Actively participate and help lead/create usage of new technologies (e.g. Tosca, Dev Ops), best practices (e.g. Agile, Project Management) and NUIT initiatives; focusing across administrative systems	Actively participate and help lead/create usage of new technologies (e.g. Tosca, Dev Ops), best practices (e.g. Agile, Project Management) and NUIT initiatives; focusing across administrative systems
Identify potential gaps in current best practices and/or within project work to drive efficiencies. May also identify potential solutions.	Identify potential gaps in current best practices and/or within project work to drive efficiencies. Identify potential solutions and may execute those solutions.	Identify potential gaps in current best practices and/or within project work to drive efficiencies. Identify and execute potential solutions.	Identify potential gaps in current best practices and/or within project work to drive efficiencies. Identify and execute potential solutions. Help team members solution and execute potential improvements
Learn how to determine effort estimates for projects	Helps determine effort estimates for projects	Determine effort estimates for projects and assist junior staff with estimating	Determine effort estimates and resource types for projects and assists with the overall Portfolio Management process, including helping to prioritize business requests and other IT work
	Understand direction towards IT maturity and link to daily work and projects (I.e. deliver effective solutions more quickly; Build a reusable regression test script).	Understand direction towards IT maturity and execute changes into daily work and projects (I.e. define a process for moving a project from a waterfall to an agile approach)	4.Promotes IT maturity and recommends changes into the team's activities and work.
			Understanding of IT industry and trends, and how does that align with portfolio/goals (I.e.. Product Direction and offerings, Cloud trends).
Learn vendor tools and resources (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.)	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc)
			Helps lead customer relationship and assist junior individuals with mentoring and escalation items; helps lead conflict resolution techniques and strategies for team members
			Motivates team members toward organizational and personal development goals
			Fosters team building within team and across administrative systems

Multiple Work Streams

This section describes the multiple bodies of work that analysts perform

IT System Analyst Associate	IT System Analyst	IT Senior System Analyst	IT Lead System Analyst
Will have multiple activities of work to complete (I.e. Production Support, Managed/Operational work and Project work)	Will have multiple activities of work to complete (I.e. Production Support, Managed/Operational work and Project work)	Will have multiple activities of work to complete (I.e. Production Support, Managed/Operational work and Project work)	Will have multiple activities of work to complete (I.e. Production Support, Managed/Operational work, Project work and managerial responsibilities). The % of project work will vary based on the team organizational structure, number of direct reports; ranging anywhere from 20-40%
Will likely need assistance prioritizing workload	In majority of cases, able to prioritize workload	Able to prioritize workload	Able to prioritize workload; and help prioritize others workload if escalated
Identify and elevate if there are conflicts/issues with completing assigned work to direct manager as early as possible	Identify and elevate if there are conflicts/issues with completing assigned work to direct manager as early as possible. Take an active role in proposing and executing a recommended solution.	Identify and elevate if there are conflicts/issues with completing assigned work to direct manager as early as possible. Take an active role in proposing and executing a recommended solution.	Identify and elevate if there are conflicts/issues with completing assigned work or teams assigned work to direct manager as early as possible. Take an active role in proposing and executing a recommended solution for oneself or their team members.
	Could play a scrum master role on the team	Could play a scrum master role on the team	Could play a scrum master role on the team

Will be a Project Manager role for some/all of assigned project	Will be a Project Manager role for some/all of assigned project	Will be a Project Manager role for some/all of assigned project	Will be a Project Manager role for some/all of assigned project
Learn vendor tools and resources (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap, etc.)	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc).	Leverage vendor tools and resources effectively (I.e. how to open an vendor support ticket, how to find enhancements, vendor roadmap,etc)
			Helps lead customer relationship and assist junior individuals with mentoring and escalation items; helps lead conflict resolution techniques and strategies for team members
			Motivates team members toward organizational and personal development goals
			Fosters team building within team and across administrative systems

**PROJECT MANAGER EXPECTATIONS
ADMINISTRATIVE SYSTEMS**

Summary

This document describes the expectations for a project manager who is mature in their current role. These are guidelines and should be discussed between managers and employees.

Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Learns and demonstrates basic project management skills through work assignments. May oversee small, low complexity projects or phase(s) (e.g., scheduling) of a larger project. Analyzes project data.	Demonstrates intermediate project management skills by overseeing multiple medium projects or one larger project and work assignments of increasing complexity. Analyzes project data to recommend project decisions.	Demonstrates advanced project management skills by effectively leading medium/high-priority projects, which often require considerable resources and high levels of functional integration. Analyzes project data to improve project decision-making.	Demonstrates expert level project management skills and is responsible for the coordinated management of multiple related projects, and in many cases, ongoing operations, which are directed toward a common objective. Analyzes project data to drive project decision-making.
Serves as a coordinator on projects and appropriately applies PPM Framework and toolset. May be accountable for managing project schedule. Works closely with senior staff and manager for direction and escalation.	Appropriately applies PPM Framework and toolset when managing and delivering projects. Is accountable for managing schedule and quality of project. Works independently, may seek occasional support from senior staff or manager.	Appropriately applies and influences use and adoption of PPM Framework and toolset when managing and delivering projects. Is accountable for managing schedule and quality of project. Works independently and seeks guidance when needed.	Appropriately applies PPM Framework and toolset when managing and delivering projects. Influences adoption of PPM Framework and toolset and coaches staff on how to utilize these resources when managing or participating on a project. Is accountable for overall management and quality of project. Works independently.
Provides basic operational support for Administrative Systems related to project, portfolio, and resource management. Supports day-to-day operational work.	Provides intermediate operational support for Administrative Systems related to project, portfolio, and resource management. Supports day-to-day operational work and may provide guidance to OPM staff.	Provides advanced operational support for Administrative Systems related to project, portfolio, and resource management. Supports day-to-day operational work, provides guidance to OPM staff, and may perform analysis for operational work.	Provides expert-level operational support for Administrative Systems related to project, portfolio, and resource management. Supports operations that require analysis and provides recommendations. Has supervisory responsibilities for at least one direct report.
Responsible for creation and rollout of PPM roadmap deliverables. Participates in review sessions for OPM deliverables. Participates as a team member on other projects: Provides availability to participate on project, delivers work on-time and of the highest quality, and works alongside team to ensure work fits within the project's scope.	Responsible for creation and rollout of PPM roadmap deliverables. Participates in review sessions for OPM deliverables. Provides guidance to OPM PMs on deliverable creation and recommends additional concepts for consideration. Participates as a team member on other projects: Provides availability to participate on project, delivers work on-time and of the highest quality, and works alongside team to ensure work fits within the project's scope.	Responsible for creation and rollout of PPM roadmap deliverables. Participates in review sessions for OPM deliverables. Provides guidance to OPM PMs on deliverable creation and recommends additional concepts for consideration. Participates as a team member on other projects: Provides availability to participate on project, delivers work on-time and of the highest quality, and works alongside team to ensure work fits within the project's scope.	Responsible for creation and rollout of PPM roadmap deliverables. Participates in review sessions for OPM deliverables. Provides guidance to OPM PMs on deliverable creation and recommends additional concepts for consideration. Participates as a team member on other projects: Provides availability to participate on project, delivers work on-time and of the highest quality, and works alongside team to ensure work fits within the project's scope.

Project Manager Role Activities

This includes the high level summary of work that is included when managing projects.

Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Typically supports or leads projects or phase of smaller size, lower complexity and risk with low University/customer facing visibility. Provides Project Management assistance in at least one cross-team Administrative Systems project.	Typically leads projects of medium size, complexity and risk with medium University/customer facing visibility. Capable of leading at least one, but often more, cross-team Administrative Systems projects.	Typically leads projects of medium/large size, complexity and risk with medium/large University/customer facing visibility. Capable of leading at least one, but often more, cross-team Administrative Systems projects.	Typically leads projects of largest size, highest complexity and risk with largest University/customer facing visibility. Capable of leading multiple cross-team Administrative Systems projects. Supports other PMs in their project management assignments.

Demonstrates basic understanding and application of the PPM Framework and toolset. Uses PPM toolset to track and manage projects, leading by example for functional Project Managers.	Intermediate understanding and application of the PPM Framework and toolset. Uses the PPM Framework and toolset to track and manage projects, leading by example for functional Project Managers.	Advanced understanding and application of the PPM Framework and toolset. Uses the Project Management Framework and toolset to track and manage projects, leading by example for functional Project Managers.	Expert understanding and application of the PPM Framework and toolset. Uses the PPM Framework and toolset to track and manage projects, leading by example for functional Project Managers.
May assist in planning, estimating and scheduling project work, and support monitoring and reporting of project progress. Helps manage communications, meeting agendas, and status reports to ensure project quality is met. Works with Project Manager to deliver project and makes recommendations as needed.	Captures comprehensive project scope. Manages planning and development of project schedule and may develop communications plan for key messages. Collaborates with functional and technical leads to analyze and accommodate new issues, risks, scope changes, estimates, and/or resource availability constraints. Interacts mainly with internal stakeholders to set expectations, report project progress, and facilitate decision-making. Maintains appropriate level of rapport with stakeholders. Drives overall quality of project to ensure successful project delivery.	Captures comprehensive project scope. Manages planning and development of project schedule and develops comprehensive communications plan. Collaborates with functional and technical leads to analyze and accommodate new issues, risks, scope changes, estimates, and/or resource availability constraints. Identifies and establishes sub working groups and steering committees, as needed. Leads with internal and external stakeholders to set and manage expectations, report project progress, and facilitate decision-making. Maintains appropriate level of rapport with stakeholders. Drives overall quality of project to ensure successful project delivery.	Captures comprehensive project scope. Manages planning and development of project schedule and develops comprehensive communications plan. Collaborates with functional and technical leads to analyze and accommodate new issues, risks, scope changes, estimates, and/or resource availability constraints. Identifies, establishes, and leads sub working groups and steering committees, as needed. Leads internal and external stakeholders in establishing and managing expectations, report project progress, and facilitate decision-making. Maintains appropriate level of rapport with stakeholders. Drives overall quality of project to ensure successful project delivery.

PPM Operations
This section describes operational responsibilities for project managers.

Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Identifies, learns, and proposes new opportunities and/or improvement opportunities for the PPM Framework and toolset. Collaborates with OPM team on recommendation of action.	Identifies, learns, and proposes new opportunities and/or improvement opportunities for the PPM Framework and toolset. Collaborates with OPM Team, AS Leads, AS Managers, and AS Directors and possibly other NUIT areas on recommendation of action.	Identifies, learns, and proposes new opportunities and/or improvement opportunities for the PPM Framework and toolset. Collaborates with OPM Team, AS Leads, AS Managers, AS Directors and other NUIT areas on recommendation of action. Leads vision and strategy sessions with OPM Team, AS Leads, AS Managers, AS Directors, and Business Partners to gather recommendations for further development and implementation.	Identifies, learns, and plans new opportunities and/or improvement opportunities for the PPM Framework and toolset. Collaborates with OPM Team, AS Leads, AS Managers, AS Directors and other NUIT areas on recommendation of action. Leads vision and strategy sessions with OPM Team, AS Leads, AS Managers, AS Directors, and Business Partners to gather recommendations for further development and implementation.
Resolves basic issues and proactively detects problems with Administrative Systems (AS) project managers. Identifies solutions and prevention strategies for future implementation. May need assistance from senior staff or manager to communicate complex and critical problems to AS staff.	Resolves intermediate issues and proactively detects problems with Administrative Systems (AS) project managers. Identifies and proposes solutions and prevention strategies. May need assistance from senior staff or manager to communicate complex and critical problems to AS staff.	Resolves complex issues and proactively detects problems with Administrative Systems (AS) project managers. Identifies and proposes solutions and prevention strategies. Dependent on level of complexity, may work with AS Leads, AS Managers, and AS Directors to socialize and implement solutions across AS teams. May need assistance from lead project manager or manager to communicate critical problems to AS staff.	Resolves critical issues and proactively detects problems with Administrative Systems (AS) project managers. Identifies and proposes solutions and prevention strategies. Works with AS Leads, AS Managers, and AS Directors to socialize and implement solutions across AS teams.
Helps track and compile project, portfolio, and resource data. Assists in analyzing data and provides recommendations for improvement.	Tracks and compiles project, portfolio, and resource data. Analyzes data and provides recommendations that supports decision-making capabilities and promotes opportunities for improvement.	Tracks and compiles project, portfolio, and resource data. Analyzes data and provides recommendations that supports decision-making capabilities and promotes opportunities for improvement. Presents project, portfolio, and resource data to AS Leads, AS Managers, and AS Directors to assess recommendations for future enhancements. Assists in identifying short- and long-term data and analytics goals related to business objectives.	Tracks and compiles project, portfolio, and resource data. Analyzes data to review current trends and identify improvements that may assist in planning and supports decision-making capabilities. Presents project, portfolio, and resource data to AS Leads, AS Managers, and AS Directors to assess recommendations for future enhancements. Assists in identifying short- and long-term data and analytics goals related to business objectives.
Provides basic-level support to AS teams on PPM Framework and toolset. Administers PPM processes across Administrative Systems teams. Participates in updating PPM Framework and toolset artifacts.	Provides intermediate-level support to AS teams on PPM Framework and toolset. Administers and executes PPM processes across Administrative Systems teams. Participates in updating PPM Framework and toolset artifacts.	Provides advanced-level support and coaching to AS teams on PPM Framework and toolset. Interprets, executes, and administers PPM processes across Administrative Systems teams. Establishes new PPM processes for Administrative Systems teams. Participates in updating PPM Framework and toolset artifacts and ensures PPM Framework and toolset artifacts are updated as changes to the framework occur.	Provides expert-level support and coaching to AS teams on PPM Framework and toolset. Interprets, executes, and administers PPM processes across Administrative Systems teams. Establishes new PPM processes for Administrative Systems teams. Participates in updating PPM Framework and toolset artifacts and ensures PPM Framework and toolset artifacts are updated as changes to the framework occur.

Supervisor Responsibilities
This section describes supervisory duties across project managers.

Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
May assist in recommending staff hires.	Assists in recommending staff hires.	Assists in recommending staff hires.	Recommends staff hires/terminations.

	Not required to formally but may coach/mentor team members.	May coach and mentor team members.	Coaches, mentors, and provides work direction to team members and direct reports.
Has supervisory management responsibilities for at least one direct report. Completes			
Value-add Services			
This section describes the work that is complimentary to the essential functions of the OPM. This work aids in improving the OPM and Administrative Systems.			
Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Promotes PPM Framework and toolset across Administrative Systems. Attends Project Management practice community forums.	Promotes PPM Framework and toolset across Administrative Systems. Attends Project Management practice community forums.	Promotes and influences use and adoption of PPM Framework and toolset across Administrative Systems. Assists in the development of new change management and communication strategies to increase PPM framework and toolset adoption. Develops and conducts Project Management practices in community forums. May provide consultation and direction to other Project Managers on subject matter for Project Management forums.	Promotes, coaches, and influences use and adoption of PPM Framework and toolset across Administrative Systems. Identifies and implements/improves new/existing change management and communication strategies to promote use and adoption of the PPM Framework and toolset, portfolio management, and resource management across Administrative Systems. Develops and conducts Project Management practices in community forums. May provide consultation and direction to other Project Managers on subject matter for Project Management forums.
May identify opportunities to improve PPM Framework and toolset, portfolio management, and resource management. May recommend and/or create new resources to add to the PPM roadmap.	Identifies opportunities to improve PPM Framework and toolset, portfolio management, and resource management. Recommends and creates new deliverables to add to the PPM roadmap.	Identifies opportunities to improve PPM Framework and toolset, portfolio management, and resource management. May spearhead initiative to implement improvements. Recommends and creates new deliverables to add to the PPM roadmap. May assist in short- and long-term planning of deliverables to add to the PPM Framework and toolset.	Identifies opportunities to improve PPM Framework and toolset, portfolio management, and resource management. Spearheads initiative to implement improvements. Recommends and creates new deliverables to add to the PPM roadmap. Assists in short- and long-term planning of deliverables to add to the PPM Framework and toolset.
Business and Vendor Relationship Management			
This sections describes working with business partners/vendors, forming business relationships, conducting negotiation and conflict resolution, and knowing when/how to escalate issues.			
Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Assists Project Manager in managing communication between project team. Coordinates review and understanding between procurement on contract and product negotiations. Forms working relationships with business/vendor.	Forms working relationships, manages communication between project team, and coordinates review and understanding between procurement on contract and product negotiations. May need assistance/mentoring from management with difficult situations.	Forms working relationships, manages communication between project team, coordinates review and understanding between procurement on contract and product negotiations, and is able to lead and interact independently with the business/vendor. May seek guidance from management with difficult situations.	Forms working relationships, manages communication between project team, coordinates review and understanding between procurement on contract and product negotiations, helps others make connections, and leads and interacts independently with the business/vendor.
	Partners with functional leads, technical leads, and project team members to identify potential or existing conflict with the business or vendor and may identify conflict resolutions.	Leads project team through the identification of potential or existing conflict with the business or vendor and determines and executes on appropriate conflict resolutions.	Leads project team through the identification of potential or existing conflict with the business/vendor. Determines and executes on appropriate conflict resolutions. Acts as a consultant to other PMs on how to identify conflicts and execute appropriate
General awareness of project contract.	Thorough understanding of project contract and engages stakeholders and project team members for review of contract. Ability to negotiate with the business/vendor on most issues and items. Occasionally seeks assistance from management for more politically charged, critical risks/issues, and/or high complexity items.	Thorough understanding of project contract and engages stakeholders and project team members for review of contract. Ability to negotiate with the business/vendor on most issues and items. May seek assistance from management for more politically charged, critical risks/issues, and/or high complexity items.	Thorough understanding of project contract and engages stakeholders and project team members for review of contract. Directly negotiates with the business/vendor. Uses experience and judgement to inform or escalate politically charged, critical issues/risks, and/or extremely critical items to project sponsor.
Basic understanding of vendor tool(s), resources, and support escalation process.	Intermediate understanding of vendor tool(s), resources, and support escalation process.	Advanced understanding of vendor tool(s), resources, and support escalation process.	Expert understanding of vendor tool(s), resources, and support escalation process.
Best Practices & IT Maturity			
This section describes efforts associated with best practices and IT maturity within NUIT organization			
Project Management Associate	Project Manager	Project Manager Senior	Project Manager Lead
Participates in research and assists rolling out basic project, portfolio, and resource best practices that support NUIT initiatives. May promote best practices across Administrative Systems.	Participates in research and rolls out intermediate project, portfolio, and resource best practices that support NUIT initiatives. Promotes and may implement best practices across Administrative Systems.	May lead in research and rolls out advanced project, portfolio, and resource best practices that support NUIT initiatives. Implements and promotes best practices across Administrative Systems.	Leads research, creation, and roll out of complex project, portfolio, and resource best practices that support NUIT initiatives. Implements and promotes best practices across Administrative Systems.
Identifies potential gaps in current best practices across OPM team. May recommend efficient solutions.	Identifies potential gaps in current best practices across OPM team. Recommends efficient solutions.	Identifies potential gaps in current best practices across OPM team. Recommends efficient solutions and executes on approved solutions. May assist team members in identifying and executing solutions.	Actively seeks to identify potential gaps in current best practices across OPM team, recommends efficient solutions, and executes on approved solutions. Assists team members in identifying and executing solutions.
Basic understanding of IT industry and trends and evaluates alignment with project, portfolio, and resource needs.	Intermediate understanding of IT industry and trends and evaluates alignment with project, portfolio, and resource needs.	Advanced understanding of IT industry and trends and evaluates alignment with project, portfolio, and resource needs.	Expert understanding of IT industry and trends and evaluates alignment with project, portfolio, and resource needs.
Participates in Administrative Systems, IT, and/or other University working groups.	Participates in Administrative Systems, IT, and/or other University working groups.	Participates in Administrative Systems, IT, and/or other University working groups. May lead working group(s).	Participates in Administrative Systems, IT, and/or other University working groups. May lead working group(s).

Assumptions			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Tasks will be of smaller size, complexity, and risk with lower University/customer facing visibility.	Tasks will be of medium size, complexity, and risk with medium University/customer facing visibility.	Tasks will be a medium/large size, complexity, and risk with medium/large University/customer facing visibility.	Tasks will be of largest size, highest complexity and risk with largest University/customer facing visibility.
Tasks will be well defined.	Tasks will be mostly defined.	Tasks might be defined with some ambiguity	Tasks might be defined ambiguously
These tasks/projects are likely repeatable, conducted previously by team/unit, or changes to an existing module/system.	These projects may be repeatable, conducted previously by team/unit, these projects may be brand new to the team/unit and/or in the Differentiate and Innovate categories.	These projects are likely to be brand new to the team/unit and/or may be in the Differentiate and Innovate categories.	These projects are likely to be brand new to the team/unit and/or may be in the Differentiate and Innovate categories.
May lead project sized < 500 hours or with less complexity	Lead a project sized 501-1000 hours or with medium complexity	Lead a project sized between 1001-1500 hours or with medium - high complexity	Lead a project sized >1 501 hours or with high complexity
Awareness of your customer and how they use the services provided by the team.	Understanding your customer and how they use the services provided by the team.	Solid understanding of your customer and how they use the services provided by the team.	Deep understanding of your customer and how they use the services provided by the team.
Awareness and understanding of current development and methodologies used in the team	Understanding of current development and methodologies used in the team	Solid understanding of current development and methodologies used in the team	Deep understanding of current development and methodologies used in the team
The % of project work varies between 40-60%	The % of project work varies between 40-60%	The % of project work varies between 40-60%	The % of project work will vary based on the team organizational structure, number of direct reports; ranging anywhere from 20-40%
A project is typically not more than 2 cross teams.	A project is typically not more than 2-3 cross teams.	A project that has 3 or more cross teams	A project that has 3 or more cross teams
DEVELOPER EXPECTATIONS ADMINISTRATIVE SYSTEMS			
Developer Role Activities			
This includes the high level summary work that is includes as a Developer when assigned/leading projects (E.g.. requirements gathering, testing, configuration changes)			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Able to complete development tasks with some supervision.	Able to complete development tasks without much supervision.	Able to complete development tasks without much supervision.	Able to complete development tasks without any supervision
Create/update documentation for any code or configuration changes with guidance.	Create/update documentation for any code or configuration changes	Create/update documentation for any code or configuration changes and best practices.	Create/update documentation for any code or configuration changes
Performs code reviews with some guidance.	Performs code reviews with minimum guidance	Performs code reviews for any code changes and help with setting standards for code reviews.	Sets best practices, standards for codes, code reviews, migrations.
Follow prioritization for assigned and production support tasks with some guidance.	Follow prioritization for assigned and production support tasks with some guidance.	Prioritized assigned and production support tasks without any guidance.	Able to prioritize work and assigned tasks for direct reports.
Work consistently to improve the technical skills required for the job.	Work consistently to improve the technical skills required for the job.	Work consistently to improve on the technical skills required for the job and provide guidance new features and technologies.	Work consistently to improve the technical skills required for the job and create the roadmap for upgrades and new technologies implementation.
Awareness of how to identify gaps between requirements and current code and resolve issues.	Understanding of how to identify gaps between requirements and current code and resolving issues.	Solid understanding of how to identify gaps between requirements and current code and resolving issues.	Deep understanding of how to identify gaps between requirements and current code and resolving issues.
Creates a thorough test strategy/plan and tests solution. Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during the stabilization period.	Creates a thorough test strategy/plan and tests solution. Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during the stabilization period. 8. Empowered to try a new innovative solution or approach, using dialogue with manager and senior staff.	Creates a thorough test strategy/plan and tests solution. Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during the stabilization period.	Creates a thorough test strategy/plan and tests solution. Likely will need to engage senior team members to collect input/review of the test plan. Once in Production, aiming for <10% increase in Footprints incidents during the stabilization period.
Empowered to try a new innovative solution or approach, using dialogue with the manager and senior staff.	Empowered to try a new innovative solution or approach, using dialogue with manager and senior staff.	Empowered to try a new innovative solution or approach, using dialogue with manager/lead.	Empowered to try a new innovative solution or approach, using dialogue with the manager Work consistently to improve the technical skills required for the job and create the roadmap for upgrades and new technologies implementation.
	Able to identify areas of process improvement, processes with issues	Able to create a complex unit test plan and assist in the UAT cycle with some guidance.	Leads complex test plans and UAT cycle.
	Able to create an intermediate/complex unit test plan and assist in the UAT cycle with some guidance.	Identify areas of process improvement, processes with issues and provide suggestions to increase IT maturity.	Able to identify and fix processes and business issues and implement solutions that increase IT maturity.
			Leads the continuous effort to keep team / cross teams informed about upcoming changes / updates / patches / upgrades.
			Represents team in cross technical team meetings (I.e. CAB)
Project Assignment (Leading, Independent Contributor, etc.)			
This section describes the responsibility of leading projects, projects that team members are assigned, and project management role and responsibilities * Any project work under 100 hours is included in this section, but may be referred to as an enhancement			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Typically leads projects as per the assumptions.	Typically leads projects as per the assumptions.	Typically leads projects as per the assumptions.	Typically leads projects as per the assumptions.

Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.	Whether leading or acting as an independent contributor on a project, uses the Project Management Framework including appropriate project approach and tools to track project work, status, etc.
Are likely to need additional assistance and guidance, when leading a project or contributing as an individual developer.	Understanding resource requirements and cross-team effort	Good understanding of resource requirements and cross-team efforts with minimal guidance	Able to lead or work on projects independently; recommending action to supervisor in regard to major or far-reaching new or unusual circumstances.
95% of the project deliverables are completed on time	95% of the project deliverables are completed on time	95% of the project deliverables are completed on time	95% of the project deliverables are completed on time
	Documents any risk or technical roadblocks and notify Lead / Manager / Stakeholder.	Able to lead or work on projects with some guidance; needing additional assistance and guidance in new or unusual circumstances.	Help with any conflict management and other project roadblocks with assistance from the manager.
			Helps assist in resource management/project assignment to align teams with project work
			Provides strategic guidance on any technical / vendor issues.
Technical Expertise / Knowledge			
This section describes the technical expertise / knowledge individuals should have; ranging cross systems, within systems, individual modules, tools, databases, web services			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Awareness of software patching/upgrades procedures.	Understanding of software patching/upgrades procedures.	Solid understanding of software patching/upgrades procedures.	Deep understanding of software patching/upgrades procedures.
Solid understanding of 1- 2 modules within the primary supported system	Solid understanding of 1- 2 modules within the primary supported system	Solid understanding of more than 2 modules within the primary supported system	Solid understanding modules within the primary supported system.
Aware of new technologies, unit expectations (AS expectation), best practices procedures (Dev Ops, Web services, Agile, Waterfall, Tosca, Cloud etc.)	Understands new technologies, unit expectations (AS expectation), best practices procedures (Dev Ops, Web services, Agile, Waterfall, Tosca, Cloud etc.)	Solid understanding of new technologies, unit expectations (AS expectation), best practices procedures (Dev Ops, Web services, Agile, Waterfall, Tosca, Cloud etc.)	Provide recommendations to management of new features and technology upgrades. Help with software evaluation
Moderately develops code with occasional assistance that adheres to standards, has high reusability and a low error rate	Efficiently develops code with occasional assistance that adheres to standards, has high reusability and a low error rate	Efficiently develops code with rare assistance that adheres to standards, has high reusability, a very low error rate, is highly effective and comprehensive	Extremely efficiently develops code without any assistance that adheres to standards, has high reusability, an extremely low error rate, is highly effective and comprehensive
95% of development tasks require no re-work after the stabilization period	95% of development tasks require no re-work	95% of development tasks require no re-work	95% of development tasks require no re-work
Able to learn from failures with rare assistance and incorporate learning into their development tasks	Able to learn from failures with rare assistance and incorporate learning into their development tasks	Able to independently learn from failures and incorporate learning into their development tasks	Able to independently and rapidly learn from failures and incorporate learning into their development tasks
		Advice/ recommends project and activities as related to system / architectural direction and strategy.	Lead project and activities as related to system / architectural direction and strategy.
		Solid understanding of how multiple systems interact across the primarily supported ecosystem	Help with creating a technical roadmap for the supported systems.
			Deep understanding of new technologies, unit expectations (AS expectation), best practices procedures (Dev Ops, Web services, Agile, Tosca, Cloud etc.)
			Awareness of initiatives to find cross school/admin units project
			Help lead efforts for staff to be on at least one cross-team project & look for opportunities for rotational/cross team projects
Production Support			
Supporting existing tools, technologies, applications, and systems, including knowledge questions and break fixes			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Ability to provide production support with some guidance/assistance from other developers (Including off hours).	Ability to provide production support with some guidance/assistance from other developers (Including off hours).	Ability to provide production support with minimum guidance/assistance from other developers (Including off hours).	Ability to provide production support , being proactive to research complex issue in a timely manner.
Ability to diagnose (Root cause analysis) and resolve production support tasks within defined SLA windows, following all completion steps with adequate documentation using Incident Management Framework, an internal knowledge base with some guidance.	Ability to diagnose (Root cause analysis) and resolve production support tasks within defined SLA windows, following all completion steps with adequate documentation using Incident Management Framework, an internal knowledge base with minimal assistance	Ability to diagnose (Root cause analysis) and resolve production support tasks within defined SLA windows, following all completion steps with adequate documentation using Incident Management Framework, an internal knowledge base with no guidance.	Ability to support team members with production support tasks within defined SLA windows, following all completion steps with adequate documentation using Incident management Framework, knowledgebase.
Awareness of communication procedure for notifying the user (s) for any data/system availability issues.	Understanding of communication procedure for notifying the user (s) for any data/system availability issues.	Solid understanding of communication procedure for notifying the user (s) for any data/system availability issues.	Deep understanding of communication procedure for notifying the user (s) for any data/system availability issues.
			Assign production support tickets to appropriate Developers and provide oversight to the production process
			Identify patterns/re-occurring support questions and mitigate.
			Create/define production support , Knowledge base standards.
Supervision / Leadership Responsibilities and Professional Relationship			
This section describes any supervision, coaching, mentoring and managerial responsibilities. Working with business partners, forming business relationships and knowing when to escalate issues.			
IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Able to foster team collaboration.	Able to foster collaboration	Able to foster collaboration	Able to foster collaboration
Displays Northwestern behaviors at the workplace	Displays Northwestern behaviors at the workplace	Displays Northwestern behaviors at the workplace	Displays Northwestern behaviors at the workplace

Form solid working relationships with IT Colleagues	Form solid working relationships with IT Colleagues	Form solid working relationships with business partners and help others make connections	Form solid working relationships with business partners and help others make connections
May need assistance/mentoring, especially if any veering from project objectives/track	In a majority of cases, can lead and interact independently. Occasionally may need additional assistance or escalation to a more senior Developer or direct manager	Can lead and interact independently. Occasionally may need additional assistance or escalation to a more senior Developer or direct manager	Can lead and interact independently. Occasionally may need additional assistance or escalation to the manager.
Works directly with the business when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Works directly with the business or vendor when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Works directly with the business or vendor when working on assigned projects, production support and other tasks including setting expectations, managing scope creep, etc.	Own career development path to support IT strategic goals and thinking ahead at least 24-36 months in advance focusing on the bigger picture for self and direct reports.
Learn vendor tools and resources (I.e. how to open a vendor support ticket, how to find enhancements, vendor roadmap, etc.).	Leverage vendor tools and resources effectively (I.e. how to open a vendor support ticket, how to find enhancements, vendor roadmap, etc.)	Leverage vendor tools and resources effectively (I.e. how to open a vendor support ticket, how to find enhancements, vendor roadmap,etc).	Leverage vendor tools and resources effectively (I.e. how to open a vendor support ticket, how to find enhancements, vendor roadmap,etc)
Own career development path to support IT strategic goals (with assistance)	Own career development path to support IT strategic goals (with some assistance)	Own career development path to support IT strategic goals and thinking ahead at least 12-24 months in advance focusing on the bigger picture for self.	Assigns staff to certain projects/tasks for the approved portfolio.
	May provide work direction to other team members to complete unit of work, including consultants.	May provide suggestions for staff assignments and input for performance evaluations for junior team members.	Coaches and mentors team members and facilitate career development goal for junior staff and direct reports.
	May mentor and cross train Associate Developer.	Coaches and mentors junior staff and provide guidance on their career growth path.	Provide ongoing feedback and coaching throughout the year and coaches direct report for goals and development opportunities.
		May provide work directions to staff such as team members, subordinates,	Leads with the expectation of at least 80% of the team members are cross-
		Help lead the cross-training knowledge efforts with the team and cross train others on the team	Champions utilization of best practices and standards , and ensures compliance with IT/University policies.
			Conducts performance evaluations for supervised team members.
			Works closely with the manager a for open vacancy on their team (target to fill a position within 6 months).
			Helps lead customer relationship and assist junior individuals with mentoring and escalation items

Best Practices & IT Maturity

This section describes what strategic planning and best practice work is expected

IT Developer Associate	IT Developer	IT Senior Developer	IT Lead Developer
Collaborates with user/lead to developing workflow and best practices.	Collaborates with the user to develop workflow and best practices.	Advises/recommends project and activities as related to system /architectural direction and strategy.	Identifies and recommends project and activities as related to system / architectural directions and strategy.
Understands new functionality/features for the supported module(s) and helps make the recommendation of action to team/managers and business partners	Understands new functionality/features for the supported module(s) and helps make the recommendation of action to team/managers and business partners.	Provides recommendation on how to enhance the system for future growth.	Designs/architects scalable systems that meet future growth demands.
	Strategic researching for areas the individual or their teams support, they should be focusing on the bigger picture for development and 6-12 months for tools, software, and technologies.	Provides recommendations for IT maturity and recommending for areas the individual or their teams support, they should be focusing on the bigger picture for development and 12-24 months for tools, software, and technologies.	Lead IT maturity planning and implementing for areas the individual or their teams support, they should be focusing on the bigger picture for development and 12-36 months for tools, software, and technologies.
	Participates in the development of new goals and strategies based on interactions with senior.	Provides application development leadership for new and existing software applications.	Researches and applies state of the art and peer best practices in regard to software development and systems engineering.
		Partners with the user in designing features for technology.	Actively participates in: Structures requirements; designs, documents, and implements data-driven solutions.
		Ability to share new technologies, features with the team members ; focusing beyond the hired area (ex. N IT)	Actively participate and help lead/create usage of new technologies and best practices; focusing beyond the hired area (ex. N IT)
			Understanding of IT industry and trends, and how does that align with portfolio/goals