



Career Tracks

Job Leveling Guide

Management Career Track				
Level Criteria	M1 Supervisor	M2 Manager	M3 Deputy Director	M4 Director
Experience & Education	Typically requires a secondary education and a bachelor's degree or equivalent.	Typically requires a secondary education and a bachelor's degree or equivalent.	Typically requires a secondary education and a bachelor's degree or equivalent. An advanced degree may be required.	Typically requires a secondary education and a bachelor's degree or equivalent. An advanced degree may be required.
	Has 2 or more years of relevant experience, with at least one year of experience serving in a lead role.	Has 4 or more years of relevant experience, with 2 years of prior supervisory experience.	Has 6 or more years of experience, with 3 years of prior supervisory experience in the area of specialization.	Has 10 or more years of experience in the area of specialization.
	Alternatively, an equivalent combination of education, training, and/or experience.	Alternatively, an equivalent combination of education, training, and/or experience.	Alternatively, an equivalent combination of education, training, and/or experience.	Previous senior management experience required.
	Specific positions may require certifications and/or licensures.	Specific positions may require certifications and/or licensures.	Specific positions may require certifications and/or licensures.	Alternatively, an equivalent combination of education, training, and/or experience. Specific positions may require certifications and/or licensures.

Management Career Track				
Level Criteria	M1 Supervisor	M2 Manager	M3 Deputy Director	M4 Director
Job Knowledge & Technical Competence	<p>Requires knowledge of a function or body of work required to supervise the work of a team or work group.</p> <p>Requires specialized knowledge of technical or operational practices within an assigned discipline.</p> <p>Applies advanced knowledge of the process in order to effectively supervise daily operations.</p>	<p>Requires knowledge of basic management approaches, such as work scheduling, prioritizing, coaching and process execution.</p> <p>Requires advanced knowledge of a technical or operational practices within an assigned discipline.</p> <p>Applies advanced knowledge of aligned field and process in order to effectively manage operations.</p>	<p>Requires mastery-level job knowledge and technical skill within a specific discipline or area, or broad expertise across multiple related disciplines.</p> <p>Requires broad management and leadership knowledge to lead teams.</p> <p>Requires understanding of how to support growth and development of direct reports.</p> <p>Applies advanced technical knowledge to solve complex matters within an agency-wide / multiple functions or a process across the State.</p>	<p>Requires mastery-job level knowledge and technical skill within a specific discipline or area of broad expertise across multiple disciplines.</p> <p>Requires extensive understanding of how to lead others across the Agency.</p>

Management Career Track				
Level Criteria	M1 Supervisor	M2 Manager	M3 Deputy Director	M4 Director
Decision Making & Impact	<p>Decisions focus on the routine situations that have established policies and procedures and do not require cross-functional coordination.</p> <p>May be responsible for implementing strategic plans. Has minimal impact on the long-term success of the area supervised.</p>	<p>Decisions focus on moderately complex situations that frequently have established policies and procedures and may include cross-functional coordination.</p> <p>Has direct impact on the immediate or short-term operational results of the area managed. Results have a moderate strategic impact on the area managed.</p> <p>May have budgetary responsibility.</p>	<p>Decisions focus on complex, long-term issues that require cross-functional coordination. Results have a substantial impact on the long-term success of the area directed.</p> <p>Develops new processes, standards, or operational plans in support of assigned area.</p> <p>Establishes key elements of tactical and operational plans with direct impact on the on the long-term success of the area managed.</p> <p>Has budgetary accountability.</p>	<p>Directs activities that have a substantial impact on the achievement of Agency-wide results.</p> <p>Significant authority on developing and implementing new processes and policies.</p>

Management Career Track				
Level Criteria	M1 Supervisor	M2 Manager	M3 Deputy Director	M4 Director
Complexity & Independent Judgment	<p>Identifies, defines, and addresses problems with solutions that are not immediately evident, but typically not complex.</p> <p>Performs escalated and/or more complex work of similar nature to the work the position oversees / supervises.</p> <p>Exercises independent judgment using defined policies and procedures to solve basic issues.</p> <p>Sets goals and determines how to accomplish defined results with some guidelines. Manager provides broad guidance and overall guidance.</p> <p>Must adhere to an established budget with limited complexity.</p>	<p>Problems and issues faced are vague, may not be standard, and may require understanding of a broader set of issues ranging from low to moderate complexity.</p> <p>Problems are typically solved by drawing from prior experience.</p> <p>Exercises independent judgment using defined policies/procedures to determine appropriate(s) for moderately complex issues.</p> <p>Small to medium budgetary responsibility with low complexity.</p>	<p>Problems faced are often complex, non-standard, and require extensive analysis.</p> <p>Conducts appropriate information gathering to understand problems. Owns the strategic and operational direction of an assigned area.</p> <p>Exercises independent judgment across assigned area of responsibilities to determine appropriate action(s) for complex, and sometimes highly complex, issues.</p> <p>Possibly partners with executive-level leadership, primarily in own function(s).</p> <p>Typically has oversight over a medium-to-large budget with relatively high complexity.</p>	<p>Strategically directs department or large units.</p> <p>Problems faced are often complex, non-standard, and require extensive investigation and analysis.</p> <p>Exercises independent judgment across multiple functions or agency responsibilities to determine appropriate actions(s) for highly complex agency-wide issues.</p> <p>Regularly partners with executive-level leadership, primarily in own function(s).</p> <p>Develops budgets and resources to meet strategic and operational targets.</p>

Management Career Track				
Level Criteria	M1 Supervisor	M2 Manager	M3 Deputy Director	M4 Director
Teamwork & Leadership	<p>Provides day-to-day work direction for employees in a singular group. Typically supervises not less than 3 full-time employees.</p> <p>Has input on employment decisions.</p> <p>Maintains steady workflow and productivity and resolves operational decisions to achieve operational targets, service standards, etc.</p> <p>Explains policies, standards, and processes to others.</p> <p>Collaborates with direct reports and teammates as needed to complete work and achieve goals.</p>	<p>Leads, directs, and reviews the work of employees to accomplish operational plans and results. Manages employees or a process in a work unit or single function, department, or program.</p> <p>Typically supervises not less than 4 direct full-time experienced professionals or supervisors (May also manage or oversee indirect reports). Has input on employment decisions. May have the authority to hire, discharge, advance, or promote. Responsibilities also include coaching and development, skill assessment, performance review, promotional decisions, and pay actions for employees. Collaborates with direct reports, teammates, and senior leaders as needed to complete work and achieve goals.</p>	<p>Typically oversees a large team that consists of managers, supervisors, and their associated activities.</p> <p>Regularly receives high-level direction and feedback from senior leadership in the form of objectives and established strategy.</p> <p>Oversees and has responsibility for a single department or portions of multiple departments.</p> <p>Provides strategic leadership while accomplishing work through others.</p> <p>Implements the strategic vision of a department or agency-wide function. Oversees the implementation of operational policies and develops operational strategies.</p>	<p>Manages a range of job families and/or functions that include multiple teams led by Deputy Directors and Managers/Senior Managers.</p> <p>Primarily focus of the role is on proactive strategic leadership rather than day-to-day operational execution but may be directly involved in the most complex operational issues.</p> <p>Collaborates with direct reports, teammates, executive management, external stakeholders, and high-level officials as needed to complete work and achieve goals.</p>

Professional Career Track					
Level Criteria	P1 Entry	P2 Intermediate	P3 Senior	P4 Lead/Specialist	P5 Principal
Experience & Education	<p>Typically requires secondary education and a bachelor's degree or equivalent years of experience.</p> <p>Has 0-2 years of relevant experience or an equivalent combination of education, training, and/or experience.</p>	<p>Typically requires secondary education and a bachelor's degree or equivalent years of experience.</p> <p>Has 2 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>	<p>Typically requires secondary education and a bachelor's degree or equivalent years of experience.</p> <p>Has 4 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>	<p>Typically requires a secondary education and a bachelor's degree or equivalent years of experience.</p> <p>Has 6 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>	<p>Typically requires at least a master's degree in a related field or an equivalent combination of education and experience.</p> <p>Has 8 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>

Professional Career Track					
Level Criteria	P1 Entry	P2 Intermediate	P3 Senior	P4 Lead/Specialist	P5 Principal
Job Knowledge & Technical Competence	<p>Routine or narrow knowledge required to perform job tasks.</p> <p>Resolves routine issues with minimal interpretation of policies and guidelines.</p> <p>Basic familiarity with knowledge area and the associated technologies, services, and practices.</p>	<p>Moderate depth of knowledge required to perform job tasks. Occasionally consults additional process or knowledge resources.</p> <p>Applies moderate level of knowledge, skills, and practices to perform a variety of assignments.</p> <p>Continues to develop higher level knowledge and skills in own area.</p>	<p>Comprehensive knowledge required to perform job tasks.</p> <p>Seasoned professional with advanced applied experience.</p> <p>Applies advanced skills to knowledge areas within function. Not yet considered an expert.</p>	<p>Demonstrates mastery of processes applicable to role.</p> <p>Regularly provides guidance to associates in the use of new technologies, theories, concepts, and techniques.</p>	<p>Demonstrates expert-level knowledge and technical skills within specific discipline or area.</p> <p>Regularly provides guidance and mentorship to associates in the use of new technologies, theories, concepts, and techniques.</p> <p>Recognized as an expert in the field and sought after for advice and guidance.</p>

Professional Career Track					
Level Criteria	P1 Entry	P2 Intermediate	P3 Senior	P4 Lead/Specialist	P5 Principal
Decision Making & Impact	<p>Makes decisions regarding own work within defined parameters. Contributes to the completion of routine tasks and deliverables.</p> <p>Seeks new assignments to enhance on-the-job learning and development.</p> <p>Regularly contributes useful ideas from own work area/team within defined parameters.</p>	<p>Makes decisions regarding own work often in ambiguous situations.</p> <p>Makes recommendations in own function and area of expertise.</p> <p>Contributes to significant milestones associated with a project or activity.</p>	<p>Makes decisions on moderately complex issues regarding project components and tasks.</p> <p>Often makes process improvements.</p>	<p>Makes decisions on complex issues regarding project components and advanced tasks.</p> <p>Contributes to development of new principles and concepts.</p>	<p>Makes decisions on complex to highly complex issues regarding work approach for project components and completion of team tasks and responsibilities.</p> <p>Regularly makes decisions under minimal guidance that have a significant impact on the agency's financial and business operations.</p> <p>Advises one or more areas, programs, or functions and provides recommendations to senior leaders on matters of significance.</p>

Professional Career Track					
Level Criteria	P1 Entry	P2 Intermediate	P3 Senior	P4 Lead/Specialist	P5 Principal
Complexity & Independent Judgment	<p>Work assignments are often straightforward and not complex. With direct guidance, responsible for working on basic assignments and projects.</p> <p>Follows standard policies, techniques, and practices.</p> <p>Delivers information and collaborates on problems and issues within defined parameters.</p>	<p>Works on problems of moderate complexity.</p> <p>Uses independent judgment within defined policies and practices.</p> <p>Problems faced are often procedural and straightforward.</p>	<p>Works on diverse yet standard problems ranging from moderate to complex.</p> <p>Regularly exercises independent judgment on matters of significance.</p> <p>Makes recommendations to management on approach/options to accomplish objectives.</p>	<p>Develops solutions to most often standard and at-times non-standard problems that require the use of ingenuity and creativity.</p> <p>Uses independent judgment requiring in-depth evaluation of variable factors.</p> <p>Problems may be undefined and require advanced analysis.</p>	<p>Develops solutions to non-standard, complex problems that require use of ingenuity and creativity to address complex complications.</p> <p>Uses independent judgment requiring in-depth evaluation of variable factors.</p> <p>Serves as reliable resource for other employees in area of expertise.</p>

Professional Career Track					
Level Criteria	P1 Entry	P2 Intermediate	P3 Senior	P4 Lead/Specialist	P5 Principal
Teamwork & Leadership	Works with direct supervision on new and routine assignments.	Works under general supervision on new assignments.	Works independently with limited supervision.	Works independently under general supervision.	Leads highly complex project or activities in an assigned area; responsibility may extend to additional areas.
	Jobs at this level are focused on professional development.	May train new and/or developing professional or support employees.	Work is evaluated upon completion to ensure results and objectives have been met.	Regularly trains and mentors professional employees.	Requires ability to communicate with leadership regarding matters of significant importance to the Agency and/or State.
	Collaborates with teammates and supervisors and seeks assistance as needed to achieve goals.	Collaborates with teammates and entry-level management as needed to complete work and achieve goals.	Mentors and supports entry-level or support employees. Collaborates with teammates mid-level management, and potentially senior leaders as needed to complete work and achieve goals.	Responsible for guidance and delegation of work. May provide input into performance reviews and corrective action for professional employees. Collaborates with teammates, senior leaders, and potentially external stakeholders as needed to complete work and achieve goals.	Collaborates with teammates, senior leaders, and external stakeholders as needed to complete work and achieve results.

Technical Career Track				
Level Criteria	T1 Entry	T2 Intermediate	T3 Senior	T4 Lead
Experience & Education	<p>Entry level; minimal education and/or experience needed.</p> <p>Vocational training may be needed based on given area.</p> <p>May require certifications and licensure to provide technical or skilled services.</p>	<p>High School Diploma or vocational degree.</p> <p>Typically, 1 to 3 years of experience or any combination of training and/or experience.</p> <p>May require certifications and licensures to provide technical or skilled services.</p>	<p>High School Diploma or vocational degree.</p> <p>Typically, 3 to 5 years of experience or any combination of training and/or experience.</p> <p>May require certifications and licensures to provide technical or skilled services.</p>	<p>High School Diploma or vocational degree.</p> <p>Typically, more than 5 years of experience or any combination of training and/or experience.</p> <p>May require certifications and licensures to provide technical or skilled services.</p>

Technical Career Track				
Level Criteria	T1 Entry	T2 Intermediate	T3 Senior	T4 Lead
Job Knowledge & Technical Competence	<p>General knowledge; performs standard, non-specialized duties and tasks.</p> <p>Normally receives detailed instructions on work, approach, and priorities.</p> <p>Direction and guidance are regularly provided.</p>	<p>Working knowledge and understanding; performs a variety of standard and non-standard tasks.</p> <p>Works under moderate supervision using established procedures.</p>	<p>Advanced knowledge and expertise of detailed aspects of the job; performs a variety of complex duties.</p> <p>Works under general guidance and broad objectives.</p> <p>Has considerable discretion to address complex issues.</p>	<p>Comprehensive knowledge and expertise of all aspects of job; performs a variety of complex duties.</p> <p>Independently prioritizes tasks and responsibilities of self and team.</p> <p>Serves as an escalation point/advisor for resolving complex issues.</p>

Technical Career Track				
Level Criteria	T1 Entry	T2 Intermediate	T3 Senior	T4 Lead
Decision Making & Impact	<p>Works within clearly defined work parameters and/or well-defined tasks, established deadlines, quality standards, and priorities.</p> <p>Solves technical challenges within defined parameters and escalates as needed.</p> <p>Makes decisions based on specific instructions, standard practices, and established procedures which generally require little or no supervision.</p> <p>Work impacts typically limited to own area; errors may cause simple rework and/or correction.</p>	<p>Makes routine and non-routine decisions with some latitude but may still be subject to approval.</p> <p>Solves basic to moderately complex technical challenges.</p> <p>May make recommendations for solving problems of moderate complexity and importance.</p> <p>Work impacts the achievement of overall objective/task.</p>	<p>Work is varied, and the employee needs to be adaptable to respond to these changes, use independent judgment, and manage priorities. Has some latitude in responding and prioritizing non-routine issues.</p> <p>Solves complex technical challenges.</p> <p>Makes decisions that are guided by precedents, policies, and objectives.</p> <p>May provide guidance to less experienced employees.</p> <p>Work significantly impacts the achievement of overall objective/task.</p>	<p>Works with team to lead in accomplishment more complex tasks and resolving day-to-day technical/procedural challenges. Requires constant response to changing circumstances and using new information to adjust approach and quickly respond to new needs.</p> <p>Solves highly complex technical challenges.</p> <p>Makes decisions that are guided by precedents, policies, and objectives; regularly makes decisions and recommendations on complex issues affecting a broad area.</p> <p>Work significantly impacts achievement of overall objectives/task.</p>

Technical Career Track				
Level Criteria	T1 Entry	T2 Intermediate	T3 Senior	T4 Lead
Complexity & Independent Judgment	<p>Routine and/or well documented work, requiring minimal independent judgement.</p> <p>Addresses problems that are generally solved by following clear directions and procedures and by identifying opportunities for process improvements.</p>	<p>Work is semi-routine in nature requiring some independent judgement.</p> <p>Follows precedents and procedures; may set priorities and organize work within general guidelines.</p> <p>Seeks assistance when confronted with difficult and/or unpredictable situations.</p> <p>Work progress is monitored by supervisor/manager.</p>	<p>Moderately complex work often requiring independent judgement to resolve.</p> <p>Collaborates with others to solve complex technical challenges.</p> <p>Sets goals and determines how to accomplish defined results with some guidelines.</p> <p>Supervisor or manager provides broad guidance and overall direction.</p>	<p>Assumes ownership, leads advanced and highly specialized duties that require independent initiative and judgement.</p> <p>Regularly works on new projects/tasks.</p> <p>Sets goals and determines how to accomplish defined results with some guidelines.</p> <p>Manager or director provides broad guidance and overall direction.</p>

Technical Career Track				
Level Criteria	T1 Entry	T2 Intermediate	T3 Senior	T4 Lead
Teamwork & Leadership	<p>Works under close supervision and/or within established policies, practices, and established quality and safety checks.</p> <p>Work typically reviewed/ assessed by others.</p> <p>Direction and guidance are regularly provided.</p>	<p>Works under general supervision; instructions given for routine work and detailed instructions given for new activities and special assignments.</p> <p>Work periodically reviewed by others for compliance, quality and accuracy.</p> <p>Elevates questions, problems, and significant challenges to more senior employees for direction or subject matter expertise.</p>	<p>Works under limited supervision, no instructions needed on routine work and general instructions given on new lines of work or special assignments.</p> <p>Regularly checks own work and possibly the work of others.</p> <p>Has considerable discretion to address complex procedures.</p>	<p>Works under general guidance; often oversees work or serves as lead technical expert in complex area and/or project.</p> <p>Regularly checks own work and possibly the work of others.</p> <p>May provide updates to management regarding team or operational performance, work progress, and quality.</p>

Support Career Track				
Level Criteria	S1 Entry	S2 Intermediate	S3 Senior	S4 Lead/Specialist
Experience & Education	<p>Typically requires a high school diploma, GED certificate or equivalent experience.</p> <p>Has 0-2 years of experience or an equivalent combination of education and/or experience.</p> <p>May require certifications and licensures needed for specific support services.</p>	<p>Typically requires a high school diploma, GED certificate.</p> <p>Has 2 or more years of experience or an equivalent combination of education and/or experience.</p> <p>May require certification and licensures needed for specific support services.</p>	<p>Typically requires a high school diploma, GED certificate or associate's degree.</p> <p>Has 4 or more years of experience, or an equivalent combination of education and/or experience.</p> <p>May require certification and licensures for specific support services.</p>	<p>Typically requires a high school diploma, GED certificate or associate's degree. Bachelor's degree preferred.</p> <p>Has 5 or more years of experience or an equivalent combination of education and/or experience.</p> <p>May require certification and licensures for specific support services.</p>

Support Career Track				
Level Criteria	S1 Entry	S2 Intermediate	S3 Senior	S4 Lead/Specialist
Job Knowledge & Technical Competence	<p>With guidance, develops knowledge to complete responsibilities for a single area or group of closely related tasks.</p> <p>Applies basic knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p>	<p>With minimal guidance, has full knowledge of the responsibilities for a single area or group of closely related tasks.</p> <p>Applies basic to intermediate knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p>	<p>Has full knowledge of the responsibilities for a single area or group of closely related tasks.</p> <p>Applies advanced knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p> <p>May identify new approaches to improve efficiencies around routine work.</p>	<p>Has full knowledge of responsibilities for a single technical area or group of related tasks.</p> <p>Applies expert agency or state-wide knowledge and understanding of the operational environment to develop highly responsive, effective customized solutions.</p>

Support Career Track				
Level Criteria	S1 Entry	S2 Intermediate	S3 Senior	S4 Lead/Specialist
Decision Making & Impact	<p>Work is guided by well-defined tasks, established deadlines, quality standards, and priorities.</p> <p>Solves basic administrative and operational challenges within defined parameters and escalates, as needed.</p> <p>Routinely seeks guidance from peers and supervisors to complete work.</p>	<p>Work is guided by well-defined tasks, established deadlines, quality standards, and priorities.</p> <p>Solves basic to moderately complex and administrative and operational challenges.</p> <p>Seeks guidance on non-routine tasks and issues.</p>	<p>Work is varied every day, and the employee needs to be adaptable to respond to these changes and to use independent judgement and management priorities.</p> <p>Solves complex administrative and operational challenges.</p> <p>Seeks guidance on complex tasks and issues.</p>	<p>Work requires constant response to changing circumstances and using new information to adjust approach and quickly respond to new needs.</p> <p>Solves highly complex and administrative and operational challenges. Makes non-routine and high impact decisions, escalating matters as necessary.</p> <p>Decisions typically have a significant impact on operations. Leads to the resolution of complex issues.</p> <p>Work impacts cross-department administrative operations. May contribute to policy and procedure enhancements.</p>

Support Career Track				
Level Criteria	S1 Entry	S2 Intermediate	S3 Senior	S4 Lead/Specialist
Complexity & Independent Judgment	<p>Works on assignments that are standard and structured; work requires minimal independent judgement.</p> <p>Refers questions, problems, and issues to more senior employees for direction or subject matter expertise.</p> <p>Addresses problems that are routine, somewhat repetitive, and generally solved by following clear directions and procedures.</p>	<p>Completes basic to moderately complex administrative assignments; work involves minimal problem resolution.</p> <p>Follows precedents and procedures.</p> <p>May set priorities and organize work within general guidelines.</p> <p>Seeks assistance when confronted with difficult and / or unpredictable situations.</p> <p>Work progress is monitored by a supervisor or manager.</p>	<p>Handles advanced and complex administrative assignments requiring independent initiative and judgement.</p> <p>Assists lower-level employees in resolving escalated issues.</p> <p>Collaborates and with business professionals and management to solve complex support challenges.</p>	<p>Addresses administrative problems that are highly varied, complex, and often non-reoccurring, requiring employees input and innovative techniques to resolve issues.</p> <p>Regularly works on new assignments and projects that require the application of independent judgment / interpretation of policies and procedures.</p>

Support Career Track				
Level Criteria	S1 Entry	S2 Intermediate	S3 Senior	S4 Lead/Specialist
Teamwork & Leadership	<p>Works under close supervision and/or within established guidelines with minimal opportunity for deviation.</p> <p>Normally receives detailed instructions on work, approach, and priorities.</p> <p>Direction and guidance are regularly provided.</p>	<p>Works under moderate supervision using established procedures.</p> <p>Plans and prioritizes own work; requires instructions on new assignments or highly-complex activities only.</p> <p>Evaluates questions, problems, and significant challenges to more senior employees for direction or subject matter expertise.</p>	<p>Works under general guidance and broad objectives.</p> <p>Has considerable discretion to address complex procedures.</p> <p>Regularly checks own work; may review the work of others.</p>	<p>Independently prioritizes tasks and responsibilities of self and team.</p> <p>Serves as an escalation point/advisor for resolving complex issues; regularly checks the work of others.</p> <p>Sets goals and determines how to accomplish defined results with some guidelines.</p> <p>Manager or Director provides broad guidance and overall direction.</p>