

**UNC Wilmington**  
**Information Technology Manager**  
**Functional Competencies**  
**November 2004**

<b>Functional</b>	<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<i>Planning and Organizing</i>	Plans and implements the delivery and improvement of services, staffing and resources. Actively provides oversight to work unit.	Plans and implements the delivery and improvement of services, staffing and resources, some of which may be at a higher, more strategic level.	Directs higher-level planning, organizing and staffing. May coordinate plans directly or through subordinates.
<i>Strategic Leadership</i>	Participates in strategic planning and goal setting.	Relies on experience and judgment to plan and accomplish goals. Reviews area accomplishments toward organizational objectives in order to maximize operational effectiveness.	Defines business strategies and contributes to the enterprise's vision.
<i>Technical Leadership</i>	Uses technical understanding to direct and assist staff. Extracts and applies core concepts to problem solving.	Possesses and applies expertise in technical area to direct and assist unit. Contributes to strategic planning with peers and upper-level management.	Proactively plans, implements and forecasts for organizational and enterprise success. Enhances enterprise's capabilities through acquisition and application of new technologies.
<i>Talent Development</i>	Assesses employee skills and conducts performance management processes. Demonstrates competence to coach. Promotes the career path of employees within specified job family.	Mentors, coaches, and promotes the enhancement of employee skills as appropriate to needs of work unit. Manages resources effectively to provide for employee training and growth.	Possesses and applies expertise in coaching, conducting annual performance reviews, and managing total skill set of unit. Actively seeks resources and opportunities for employee training and growth.
<i>Project Management</i>	Manages technical projects, which may be of limited scale. Manages timelines, resources and personnel (internal staff and contractors), and directs implementation efforts to completion.	Manages technical projects of varying scale that require latitude in decision and actions. Demonstrates initiative in solving unexpected problems associated with projects.	May oversee and manage large scale and/or multiple projects.