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IT Job Family Classification & Pay Grade System

2024 Edition





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JANCO'S INFORMATION TECHNOLOGY JOB FAMILIES

Both in an individual's career planning and an enterprise's staffing, promotion, and compensation it is important to have benchmarks on the levels that individuals are at. To that end, one of the best objective ways to meet this goal is to have formal job descriptions and clear paths for promotion and compensation.

Over the past three decades, Janco Associates and its principles have created a set of over 320 IT job descriptions (https://e-janco.com/IT_Job_Descriptions.htm) that are viewed by many as the industry standard. As a natural extension of that offering, Janco has documented its IT job classification system.

A job family classification system defines how individuals can grow into higher-level positions over time by providing benchmarks and milestones that need to be achieved as they advance over time. This in time impacts the compensation that is paid fairly and objectively. A job family is a series of progressively higher, abilities (competencies), and other

The primary drivers are the position based on the job family classification the same salary grade throughout

This is a baseline for job families at organization's size and dependence

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POSITION DESCRIPTION STRUCTURE

The position descriptions that are used in Janco's Job Family classification system should have the following format. It includes a position purpose statement, problems and challenges of the position, an itemized list of principal accountabilities, the authority boundaries afforded the holder of the position, job contacts of the position, specifications of experience needed for the position, and finally the career opportunities available to the position holder in the future.

Position Purpose

The Position Purpose section of the position description gives an overview of the responsibilities of the position. This provides a summary of the most important aspects and duties of the position.

Problems and Challenges

The Problems and Challenges section outlines specific challenges facing the holder of the position. If these challenges are met efficiently and effectively, the opportunity for advancement to a higher position, offering greater challenges, will occur.



JOB PROGRESSION - TRADITIONAL

In traditional job progressions, we have found that there are typically between four to five levels of “competence” for a single job function. The levels that we have found that are the most consistent across the organization and industry lines are:

- **Intern or Entry-Level** – the position description requires the level of competence that a new employee with little or no experience brings to the position. Over time the individual will gain experience and knowledge from the work environment or training.
- **Associate Level** - Full use and application of standard principles, theories concepts, and techniques associated with the position.
- **Position Level** - Wide application of the principle, theories, and concepts in the field plus with the pos
- **Senior Level** with working
- **Specialist Le** addition, con associated w

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Job Progression Matrix - Traditional

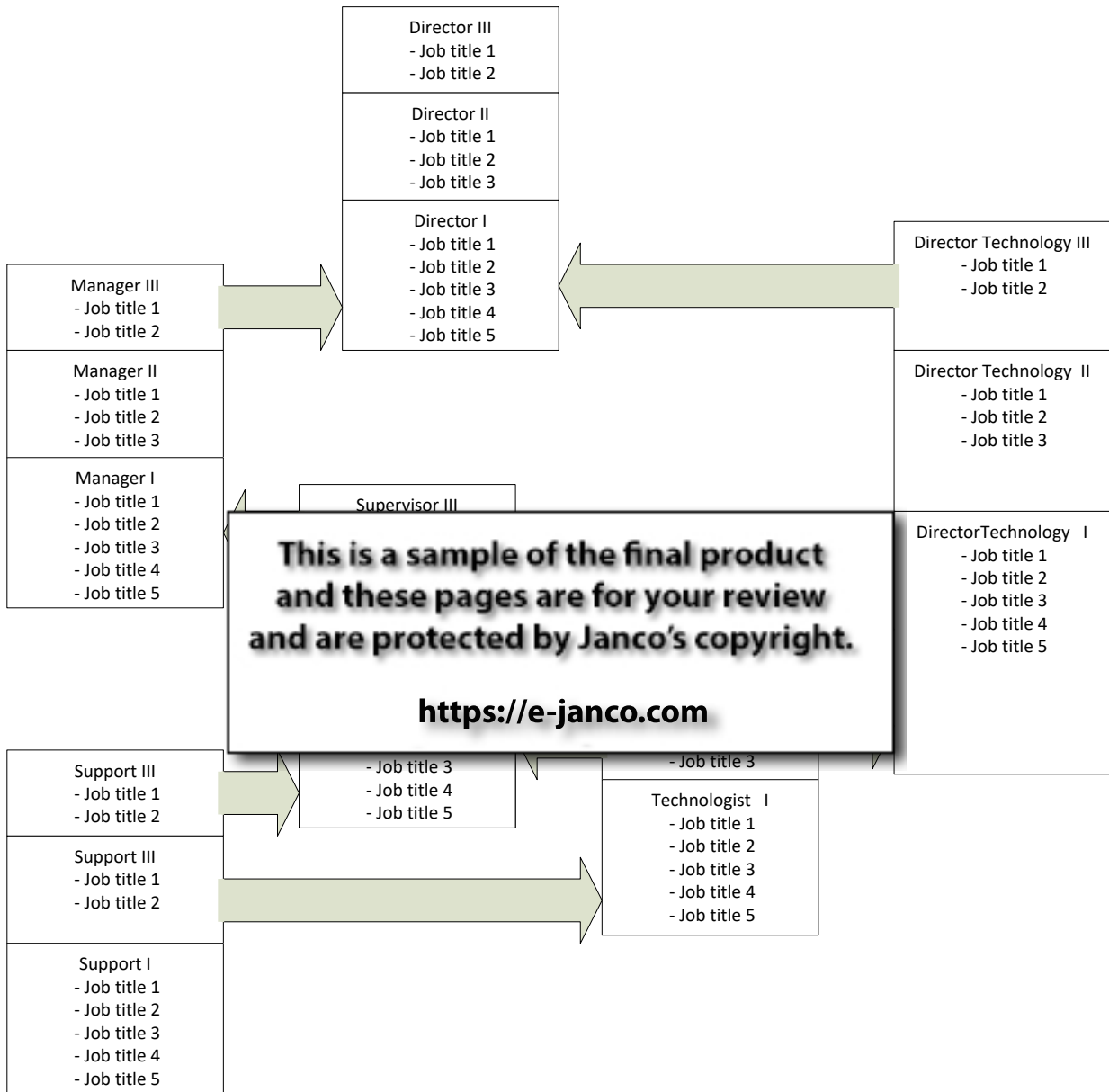
Competency Progression	Intern Level	Associate Level	Position Level	Senior Level	Specialist Level
Job Knowledge	Limited use and/or application of basic principles, theories, and concepts.	Full use and application of standard principles, theories concepts, and techniques.	Wide application of the principle, theories, and concepts in the field plus a working knowledge of other related disciplines.	Applies extensive knowledge as a generalist or as a specialist with working expertise in all job functions.	Applies advanced principles, theories, and concepts. Contributes to the development of new principles and concepts.
Problem-Solving	Provides solutions to problems of limited scope and mostly routine nature.	Provides solutions to a variety of problems that are routinely encountered under normal business activity.	Provides solutions to a wide range of difficult problems. Solutions are imaginative, thorough, and practical.	Develops solutions to complex problems which require the use of ingenuity and creativity	Works on unusually complex problems and provides solutions that are highly innovative and ingenious
Leadership	Leads self and willingness to accept responsibility.	Leads self and peers by conduct and example.	Leads peers and subordinates with a positive attitude of accomplishment.	Leads teams and individuals with the ability to mentor both and effect improvements.	Leads teams, individuals, and processes with the ability to affect significant improvements.
Project Management	Performs projects as directed demonstrating a sense of urgency.	<p>This is a sample of the final product and these pages are for your review and are protected by Janco's copyright.</p> <p>https://e-janco.com</p>			Plans, monitors, and reviews tasks for adherence to schedule and overall quality. Leads projects and assigns staff
Self-Management	Work is closely supervised. specific, detailed instructions.				soundness of judgment and overall adequacy and accuracy.
Contribution	Completes routine assignments that balance support for ongoing department processes and self-development	Routinely delivers on assignments that support the continuous delivery of departmental goods and services.	Performs routine and special assignments in support of departmental objectives often functioning across disciplines and areas of expertise.	Handles assignments across varying areas of expertise and is usually called upon to perform in multiple roles.	Delivers a high level of competency in one or more core technologies, business processes, and management disciplines. Demonstrates tactical and strategic thinking.
Communication	Contacts are primarily with immediate supervisor and other professionals in the department or group	Primarily intra-organizational with inter-organizational outside customer contacts on routine matters	Frequent inter-organizational and outside customer contacts as required. Provides solutions, discussions, and status on normal business processes	Develops and presents material for review and information using excellent written, verbal, and graphical communication skills	Serves as the departmental spokesperson on specific projects and processes.

The traditional approaches will normally generate more job descriptions than actual people within the IT function and are often cumbersome to keep up to date.

In a discipline where new technologies are a common occurrence, IT organizations can in this environment generate 5 to 6 new job descriptions when a new technology emerges. At the same time, as older technologies go out of favor there are job descriptions that are no longer needed. With that, we have found that our simplified approach works.



Traditional IT Job Family Progression





JOB FAMILY CLASSIFICATION

The approach that we have found that works the best has four (4) primary job, families

- **Management Level** – This job family consists of several levels of Information Technology managerial work, which are distinguished based on the complexity and scope of the responsibilities assigned, including the direction of management information programs and services of varying sizes, scopes, and range of operating systems or subsystems, operating budgets, and other related factors characterized by the applications supported, types of equipment, enterprise considerations and responsibilities and the number of staff.
- **Professional Level** - This family consists of several levels of Information Technology Professional work – working Professional through Supervisor/Expert. Levels are distinguished based on the complexity and scope of responsibilities, the degree of specialization, and the degree of independent functioning. Included within this level are all the development activities.
- **AI- DevOps - Blockchain – Distributed Ledger Technology (DLT)** – This is a new complex architecture and the job family consists of several levels of AI-Blockchain-DLT work which are distinguished based on the complexity and scope of the interfaces, controls, systems, operating systems or subsystems, and other related factors characterized by the applications supported, types of equipment, enterprise considerations and responsibilities and the number of staff.
- **Support/Entry Level** - This job family consists of five levels of Information Technology Consultant work which are distinguished by the complexity of the responsibilities assigned and characterized by the type of equipment, operating systems or subsystems, and interactions with client users. Positions allocated to this job family differ from those in the professional or technical categories in that assignments are more administrative, involving the completion and coordination of various information services requirements rather than having direct responsibility for the technical aspects of the information system.

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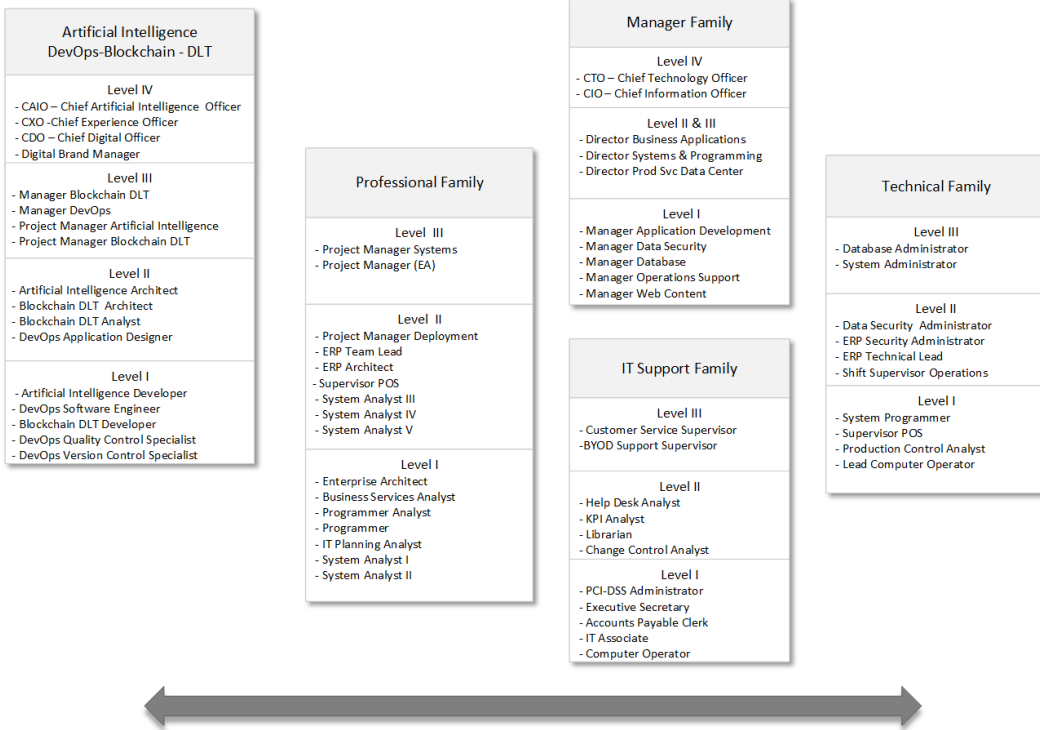
With this model, an organization can add new positions as needed without having to worry about each of the 4 to five other positions which may or may not be needed.

On the following page, a sample of the Janco Job Family classification has been applied to several positions extracted from its IT Position Descriptions Handguide®.



Janco Job Family Progression Chart

IT Job Families



This is a start of a generic IT Job Family classification and is used as an example within this document.

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SUCCESSION PLANNING

Succession planning is a systematic approach to:

- Building a leadership pipeline/talent pool to ensure leadership continuity
- Developing potential successors in ways that best fit their strengths
- Identifying the best candidates for categories of positions
- Concentrating resources on the talent development process yields a greater return on investment.

Succession planning recognizes that some jobs are the lifeblood of the organization and are too critical to be left vacant or filled by any but the best-qualified individuals. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent.

A set of forms to support that process is included as part of the PDF attachment.

Critical

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atives. The bullet
ccession planning

leaders.

- Employees are committed to their self-development.
- Success is based on a business case for long-term needs.
- Succession is linked to strategic planning and investment in the future.
- Workforce data and analysis inform the process.
- Leadership competencies are identified and used for selection and development.
- A pool of talent is identified and developed early for long-term need
- Development is based on challenging and varied job-based experiences.
- Senior leaders form a partnership with human resources.
- Succession planning addresses challenges such as diversity, recruitment, and retention
- Senior leaders are actively involved.



JANCO IT JOB FAMILY CLASSIFICATION

Within each of the job families, there can be silos (vertical) of technology expertise. For example, in the case of a Help Desk Analyst, there can be 3 levels of that position:

- Help Desk Analyst Level I,
- Help Desk Level II, and
- Help Desk Level III

(Note – AI has impacted many of the positions and that is reflected in the latest job description that are include in our IT Job Description offerings -see <https://e-janco.com/it-job-descriptions.htm>)

Each of these positions would have some of the same characteristics, however as an individual moved from a lower level to a higher level, they would have more expertise and responsibility. A single job description could be used for that position with the expanding areas of expertise highlighted.

In the case of a larger IT organization (typically more than 1,000 IT professionals), the IT professional families could be broken up to six families.
Contact Janco Associates for more information.

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MANAGER JOB FAMILY SUMMARY

This job family consists of several levels of Information Technology managerial work, which are distinguished based on the complexity and scope of the responsibilities assigned, including the direction of management information programs and services of varying sizes, scope and range of operating systems or subsystems, operating budgets, and other related factors characterized by the applications supported, types of equipment, enterprise considerations and responsibilities and the number of staff.

Manager Family
<p>Level III</p> <ul style="list-style-type: none"> - CIO – Chief Information Officer
<p>Level II</p> <ul style="list-style-type: none"> - Director Business Applications - Director Systems & Programming - Director Prod Svc Data Center
<p>Level I</p> <ul style="list-style-type: none"> - Manager Application Development - Manager Data Security - Manager Database - Manager Operations Support - Manager Web Content

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Following procedures, the enterprises' policies, a higher degree of the addition of a strategic advisor. Primary responsibilities. IT professional function.

Work units responsible for developing, implementing, and maintaining programs involving one or more activities related to Information Technology and services, applications development, network, and systems maintenance, computer operations, user consultation, and support or similar functions. May direct a major mission-critical program with limited staff or serve as a strategic advisor to executive and senior-level managerial staff with authority independently to commit the organization to mission-critical projects or expenditures.



PROFESSIONAL JOB FAMILY SUMMARY

This family consists of several levels of Information Technology Professional work – working Professional through Supervisor/Expert. Levels are distinguished based on the complexity and scope of responsibilities, the degree of specialization, and the degree of independent functioning.

Positions in Information Technology job families are responsible for following procedures, protocols, processes, and regulations outlined in the enterprises’ policies and procedures. This job family is distinguished from the technical job family by the primary responsibility for designing and implementing new services, the requirement for professional preparation, and the application of theoretical knowledge. It is distinguished from the IT Manager Family by the absence of the primary responsibility for managing a unit or other unit supervisors. The professional job family addresses responsibility for the following Information Technology functions:

- Planning
- Analysis
- Programming

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Professional Family
Level III - Project Manager Systems - Project Manager (EA)
Level II - Project Manager Deployment - ERP Team Lead - ERP Architect - Supervisor POS - System Analyst III - System Analyst IV - System Analyst V
Level I - Enterprise Architect - Business Services Analyst - Programmer Analyst - Programmer - IT Planning Analyst - System Analyst I - System Analyst II



IT TECHNICAL JOB FAMILY SUMMARY

This job family consists of eight levels of Information Technology Technical work distinguished by the complexity of the responsibilities assigned and characterized by the type of equipment, operating systems, or subsystems supported. Positions in Information Technology job families are responsible for following procedures, protocols, processes, and regulations outlined in the enterprises' policies and procedures.

This job family is distinguished from the Information Technology Professional in that its main emphasis is on installing, maintaining, and troubleshooting network and information technology systems and assisting with their ongoing use and operation. The Information Technology Professional job family emphasizes the application of theoretical knowledge, system design, programming, and large project management. However, Information Technology Technician positions may perform elements of systems analysis and administration, but not as the primary responsibility of the position.

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Technical Family
<p>Level III</p> <ul style="list-style-type: none"> - Database Administrator - System Administrator
<p>Level II</p> <ul style="list-style-type: none"> - Data Security Administrator - ERP Security Administrator - ERP Technical Lead - Shift Supervisor Operations
<p>Level I</p> <ul style="list-style-type: none"> - System Programmer - Supervisor POS - Production Control Analyst - Lead Computer Operator

Responsibilities may include performance or supervision of operational or highly technical work in implementing and maintaining personal computer systems, local area networks, customer workstations, network components, AV systems, and other automation equipment.



AI - DEVOPS - BLOCKCHAIN – DISTRIBUTED LEDGER TECHNOLOGY JOB FAMILY SUMMARY

This job family consists of four levels of AI – DevOps - Blockchain – Distributed Level Technology (DLT) work distinguished by the complexity of the responsibilities assigned and characterized by the type of operation and development environment supported. Positions in Blockchain – Distributed Level Technology (DLT) job families are responsible for following procedures, protocols, processes, and regulations outlined in the enterprises’ policies and procedures.

This job family is distinguished from the Professional class in that its main emphasis is on developing, installing, maintaining, and troubleshooting AI, DevOps, Blockchain and DLT systems and assisting with their ongoing use and operation. The Blockchain – Distributed Level Technology job family emphasizes the application of collaborative processing, system design, programming, and complex project management. However, Blockchain – DLT positions may perform elements of systems analysis and administration, but not as the primary responsibility of the position.

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ons requirements for DLT and implementing and

Artificial Intelligence DevOps-Blockchain - DLT
<p>Level IV</p> <ul style="list-style-type: none"> - CAIO – Chief Artificial Intelligence Officer - CXO –Chief Experience Officer - CDO – Chief Digital Officer - Digital Brand Manager
<p>Level III</p> <ul style="list-style-type: none"> - Manager Blockchain DLT - Manager DevOps - Project Manager Artificial Intelligence - Project Manager Blockchain DLT
<p>Level II</p> <ul style="list-style-type: none"> - Artificial Intelligence Architect - Blockchain DLT Architect - Blockchain DLT Analyst - DevOps Application Designer
<p>Level I</p> <ul style="list-style-type: none"> - Artificial Intelligence Developer - DevOps Software Engineer - Blockchain DLT Developer - DevOps Quality Control Specialist - DevOps Version Control Specialist

Responsibilities may include architectural design, performance, or supervision of operational or highly technical work in implementing and maintaining Blockchain – DLT including cyber-currency.



IT SUPPORT ENTRY-LEVEL JOB FAMILY SUMMARY

This job family consists of five levels of Information Technology Consultant work which

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ed and characterized by interactions with client responsible for following enterprises' policies of responsibilities for a to providing system. Positions ifying and applying the disciplines and serve

tools of information technology that cross multiple platforms and as a liaison between users and Information Technology staff.

IT Support Family
<p>Level III</p> <ul style="list-style-type: none"> - Customer Service Supervisor - BYOD Support Supervisor
<p>Level II</p> <ul style="list-style-type: none"> - Help Desk Analyst - KPI Analyst - Librarian - Change Control Analyst
<p>Level I</p> <ul style="list-style-type: none"> - PCI-DSS Administrator - Executive Secretary - Accounts Payable Clerk - IT Associate - Computer Operator



JOB EVALUATION QUESTIONNAIRE

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Position / Name: _____

Job Code _____

Exempt Status: _____

Instructions:

The Job Evaluation Questionnaire is comprised of three sections:

1: Position Attributes have been displayed in matrix format. The attribute categories are:

- 1. Rank each attribute from one (1) to five
- 2. An Organization Chart has been included. If omitted, and make any changes as required. Please provide for convenience only.
- 3. General Information about the position which has not been covered within the previous two sections. Please answer each question as completely as possible.

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ership Skills
 rtical Skills
 equence of Error

 e attribute does not apply.
 rovided, provide the information
 r group. Additional boxes have been

Completed By: _____ Dated: _____




IT FAMILY JOB CLASSIFICATION & PAY GRADE SYSTEM

Overall Skills							Leadership Skills						
Written Communication	0	1	2	3	4	5	Scheduling	0	1	2	3	4	5
Oral Communications	0	1	2	3	4	5	Training	0	1	2	3	4	5
Interpersonal	0	1	2	3	4	5	Coaching	0	1	2	3	4	5
Creativity	0	1	2	3	4	5	Evaluating	0	1	2	3	4	5
Judgment	0	1	2	3	4	5	Counseling	0	1	2	3	4	5
Leadership	0	1	2	3	4	5	Orienting	0	1	2	3	4	5
Analytical	0	1	2	3	4	5	Developing	0	1	2	3	4	5
Technical	0	1	2	3	4	5	Directing	0	1	2	3	4	5
Mechanical	0	1	2	3	4	5	Job Knowledge						
Eye/Hand Coordination	0	1	2	3	4	5	Unskilled	0	1	2	3	4	5
Analytical Skills							0	1	2	3	4	5	
Routine/Repetitive	0						0	1	2	3	4	5	
Interpretative	0						0	1	2	3	4	5	
Subjective	0						0	1	2	3	4	5	
Diverse	0						0	1	2	3	4	5	
Complex	0						0	1	2	3	4	5	
Long Range Planning	0						0	1	2	3	4	5	
Latitude							Consequence of Error						
Follows Established Precedents	0	1	2	3	4	5	Productivity Loss (Self/Others)	0	1	2	3	4	5
Uses Judgment w/ Supv. App.	0	1	2	3	4	5	Monetary Loss	0	1	2	3	4	5
Uses Judgment w/o Supv. App.	0	1	2	3	4	5	Adversely Affect Customer	0	1	2	3	4	5
Establishes Precedents	0	1	2	3	4	5	Adversely Affect Other Units	0	1	2	3	4	5
Educational Prerequisites							Delay in Project (s)	0	1	2	3	4	5
High School	0	1	2	3	4	5	Loss of Service	0	1	2	3	4	5
Technical School	0	1	2	3	4	5	Waste of Materials/Equip.	0	1	2	3	4	5
4 Year College Degree	0	1	2	3	4	5	Damage to Equipment	0	1	2	3	4	5
Graduate Degree	0	1	2	3	4	5	Adversely Affect Corp. Image	0	1	2	3	4	5
Specify Major or Certification							Physical Harm (Self/Others)	0	1	2	3	4	5

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2024 Edition

System Analyst Job Class

Job Descriptions HandiGuide[®]

Bundle

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- System Analyst III
- System Analyst IV
- System Analyst V

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System Analyst I

Position Purpose

As the System Analyst I devise and design computer system requirements for the solution of moderately difficult business problems, or segments of more complex problems, and formulate procedures for their solutions. The System Analyst I plays a minor role in the development and implementation of major systems.

Problems and Challenges

This is the entry-level class in the System Analyst series. Incumbents in this class perform the more routine analytical work that requires a minimum of previous system analysis experience. Employees in this class assist higher-level System Analysts or supervisory/management staff members in various System Analyst tasks and projects covering a range of issues. Work is assigned on a project basis. Assignments are made under immediate supervision, allowing for some latitude in the formulation of solutions and responsible but checks and reviews. Positions in this class require knowledge, skills, and abilities.

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Essential Position

Principal Accountabilities

- ▶ Complies with all mandated compliance requirements and ensures the enterprise's security and privacy policies are followed.
- ▶ Performs necessary investigation, analysis, and evaluation to determine project feasibility.
- ▶ Helps in developing project cost and benefit estimates to establish project worth including the development of alternative considerations leading to recommendations for new systems or equipment installations, or changes to existing ones.
- ▶ Advises the appropriate people on the implications of existing IT systems that can be applied to a problem.
- ▶ Develops and/or evaluates previously refined data and programs and selects from a range of alternatives to determine the appropriate action to be taken.
- ▶ Receives general supervision.
- ▶ Performs routine duties independently; discusses or seeks approval on complex matters with the System Analyst II, III, IV, or V and Systems Analysis Management team.



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Succession Planning Worksheets



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SUCCESSION PLANNING TOOL KIT FORMS

The pdf forms that follow are designed for the succession planning process. They are

- Business and Operational Challenges
- Critical Job Position (One for each job a succession plan is created)
- Critical Success Factor (One for each job a succession plan is created)
- Potential Employee for succession (One for each employee who is eligible to be meet the succession plan's criteria)

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STEP 1 Identify significant business challenges in the next 1–5 years

Your department's strategic plan is a great place to start in identifying current and future challenges. If your department doesn't have a strategic plan or it is not drilled down enough to your team's specific strategies and priorities, an environmental scan can provide you with enough information to start the succession planning process.

Business and Operational Challenges

Environmental scans can be conducted during a brainstorming session at a team meeting, as part of a management retreat, through surveying or talking with stakeholders, or by a combination of these methods.

Participants:

Date:

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What's happening inside and outside you

Right now?

In the