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# **ICT Career Pathway Framework Implementation Guide**

# Purpose of this implementation guide



This short guide has been developed to support business leaders, managers and HR to implement the ICT Career Pathway Framework within their agency.

## Current state

Professionals today need a blend of business and technical skills to enable delivery of solutions that meet the needs of the community and clients. The traditional boundaries defining ICT and other occupations are blurring – we are moving to a changed view of careers that emphasises growth through varied experience, exposure and education.

In parallel, the traditional career path is coming to an end. Today, roles are evolving in response to technological, social and economic change, and consequently a career is more likely to represent a lattice rather than a ladder with multiple moves between occupations and areas of expertise.

## Purpose of the ICT Career Pathway Framework

The ICT Career Pathway Framework has been developed to foster growth-based careers aligned to personal career aspirations. It is intended to be a tool for employees to navigate their career options, as well as plan and grow their careers.

## Benefits

The framework will:

- improve talent mobility through less conventional horizontal and diagonal pathways
- enable us to tap into capability within our workforce to meet business goals
- increase employee engagement
- yield greater returns on learning investment
- improve talent retention

## Who has been involved

The ICT Career Pathway Framework has been developed in partnership with representatives across the sector.

# What is the ICT Career Pathway Framework?

**The ICT Career Pathway Framework shows a range of potential career moves between a set of 55 ICT Sector Role Descriptions and seven emerging roles. Potential career moves are shown based on three criteria:**

## **1. Type of move:**

- Vertical– moving one level above a current role in the ICT function,
- Lateral – moving to a role at the same level in the ICT function and,
- Diagonal – a less traditional move at one level above a current role and in a different domain/area in the ICT function.

## **2. Type of role** – i.e. whether it's an individual contributor role or a role responsible for managing people

- A move to a role with people management responsibility
- A move to an individual contributor role that typically has no direct or dotted line reports.

## **3. Type of career path** – i.e. whether it's a generalist or specialist role/path

- Generalist career paths provide experience in a range of domains or functional areas
- Specialist career paths typically require deep levels of expertise in a particular area or specialty.

Before implementing the Framework, consider whether you have the following in place.

**Future  
direction**

**1. Do you understand how roles and capabilities will change/evolve in the short and long term in response to external and internal trends and forces?**

**Consider applying information on 'Emerging trends in ICT' on pg. 7 of the ICT Career Pathway Framework and decide to what extent these impact your ICT function.**

**Architecture**

**2. Have you defined the capabilities required to perform roles effectively?**

**Consider using the ICT sector role descriptions and apply them to your agency or create role descriptions using the NSW Public Sector Capability Framework and ICT Occupation Specific Capabilities Skills For the Information Age (SFIA)**

**Enablers**

**3. Does your agency's culture and conditions support career pathing?**

**Consider building manager capability in having meaningful career conversations by providing learning resources and tools.**

**ICT Career  
Pathway  
Framework**

**Based on 55 ICT sector  
role descriptions and  
seven emerging roles**



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# Implementation tools

	Consider	Business Leader Tips	Manager Tips	HR Team Tips
<b>Plan</b>	<ul style="list-style-type: none"> <li>• What is the framework trying to achieve?</li> <li>• Is a project team required to manage the implementation and who should be on the team?</li> <li>• When &amp; how will you implement the framework?</li> <li>• How will you define success?</li> <li>• How will I measure the impact of the ICT Career Pathway Framework?</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate the implementation as part of your agency's next performance development process</li> <li>• Establish a project team that covers all levels of staff</li> <li>• Involve managers in decisions about the change "How can we make this work in our organisation?"</li> <li>• Confirm the outcomes with the senior leadership team</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the impact of the change and anticipate the range of reactions</li> <li>• Consider what information is required to support the change</li> <li>• Involve staff in decisions about the change. "How can we make this work in our team?"</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate messages about the framework with current messaging around the performance development process</li> <li>• Use or adapt metrics that are already in place to measure success such as the People Matters Employee Survey (PMES) or your agencies HCMS.</li> </ul>
<b>Prepare others</b>	<ul style="list-style-type: none"> <li>• Who can be a change champion?</li> <li>• How will you brief others on the intent, design and uses of the framework?</li> <li>• When will you brief them?</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with your team and discuss:               <ul style="list-style-type: none"> <li>- 'Emerging trends in ICT' (pg. 7 of the ICT Career Pathway Framework)</li> </ul> </li> <li>• Development options that are available to staff including coaching, mentoring, learning from experience and providing tools and resources</li> <li>• Use the questions in 'Manage resistance to change' resource *</li> <li>• Be clear on the purpose of framework</li> <li>• Gauge reactions</li> <li>• Ask "what other information do you need?"</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with your team and discuss 'Emerging trends in ICT' &amp; 'How the framework will help you' (pg. 7-8 of the framework )</li> <li>• Allow the team to share their reactions and use the questions in 'Manage resistance to change' resource *</li> <li>• Help individuals create personal implementation plans. Ask, "What do you want to accomplish?"</li> <li>• Be flexible with how the framework is implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Brief others on why we need an ICT Career Pathway Framework" to build engagement on the framework</li> </ul>

	Consider	Business Leader Tips	Manager Tips	HR Team Tips
<b>Implement</b>	<ul style="list-style-type: none"> <li>How can the framework support career conversations in your agency?</li> <li>Are employees exhibiting resistance to the change?</li> <li>How can you encourage discussion with team or potential users?</li> </ul>	<ul style="list-style-type: none"> <li>Start the process by having a career conversation with your direct reports</li> <li>Provide managers with the 'Managers Career Conversation Guide'* to build confidence in having career conversations</li> </ul>	<ul style="list-style-type: none"> <li>Ask your team to individually work through pages 80-81 of the ICT Career Pathway Framework i.e. 'How I turn my career pathway into reality' &amp; 'Plan your career move'</li> <li>Meet one on one to discuss the results using the 'Managers Career Conversation Guide'*</li> <li>Identify what capabilities or experience will help them with their next career move</li> <li>Share information about how other teams are going with the implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the quality of career conversations</li> <li>Enable access to information on the ICT Career Pathway Framework</li> </ul>
<b>Sustain</b>	<ul style="list-style-type: none"> <li>Do changes need to be made based on feedback and evaluation?</li> <li>What are the risks to the change being maintained over time?</li> </ul>	<ul style="list-style-type: none"> <li>Follow through on development/career plans with your direct reports</li> </ul>	<ul style="list-style-type: none"> <li>Review progress on career plans</li> <li>Look for development opportunities for your staff</li> <li>Think about ways you can make work learning and learning work</li> </ul>	<ul style="list-style-type: none"> <li>Conduct skip-level interviews with staff to get feedback on whether the ICT Career Pathway Framework helped them navigate their career options</li> </ul>

\* The 'Managers Career Conversation Guide' and 'Manage resistance to change' are available in the tools section of this guide



## Prepare

- Identify pathway:** Ask: “What role/s would you like to explore that are aligned to your personal aspirations and based on your capability, knowledge and experience?” As a start, encourage them to view the Role Matrix on page 12 of the framework.
- Access role description:** Ask “What are the particular capabilities required for role/s? How does that inform your career move plans?”
- Plan the career move:** Use the career move template in the framework to identify what capabilities are required of them in the new role/s, and how they might build on their current skill set. Use this template to compare and contrast different options.
- Career conversation:** use the career move plan/s as the basis for your conversation with your team, aligned to their broader career development plans and your agency’s performance management system. Refer to page 80 of the framework for key framing questions for a career conversation.

## Implement

- Work with your team/s** to build on the capabilities they need to develop to make their next career move – consider what experience, exposure and education are relevant to each team member to achieve their goals and consider the best way to achieve this within your organisation

## Sustain

- Embed the outcomes** from the career conversation in the performance management system and ensure that a review period is set to monitor progress

Based on page 80-81 of ICT Career Pathway Framework

# Manage resistance to change

Involve your team in a team discussion when you are planning a change	Use active listening
<p><b>Provide an opportunity for them to speak and prioritise their interests:</b> Send a clear message that you want to hear their reaction to ideas and understand the issues that directly impact them. Get comfortable with silence, ensure they do most of the talking and ensure everyone gets a chance to contribute on their own terms and in their own way.</p>	<p><b>Prove you are listening:</b> For example: “Yes,” “Tell me about that,” or “Keep going, I’m following you.” “Why do you think this problem could be so hard to eliminate?” “What could we do to make things better?”</p>
<p><b>Ask open-ended questions, and avoid judging responses:</b> For example: “What are we doing that works well?” “Where are the areas for improvement?” Acknowledge all responses, avoid using any verbal or non verbal judgement. Even “That’s a great answer” is a form of judgement. Make sure you record everyone's response in their words and not in yours. Try to stay neutral or if you can’t ask someone else to facilitate the discussion.</p>	<p><b>Summarise:</b> Paraphrase what was said for example: “It sounds like our current plan could make it hard for the team to stay ahead of deadlines.”</p>
<p><b>Summarise and make linkages:</b> Point out links or contrasts between employee opinions; try to get the group to own the conversation.</p>	<p><b>Empathise, read between the lines and clarify:</b> For example: “I hear you saying you are frustrated with the lack of transparency. Is that right?”</p>

Based on CEB ‘Change Management Toolkit’

- [ICT Capability Framework](#)
- [ICT sector role descriptions](#)
- Career conversation guide - page 80 of the [ICT Career Pathway Framework](#)
- [Capability discovery tool](#)
- Further [advice on reassignment, transfer or secondment](#) in the NSW government sector