

NSW Public Sector

ICT Career Pathway Framework

Publication and contact details

The NSW Public Sector ICT Career Pathway Framework

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DAMON REES

Government Chief Information &
Digital Officer



Foreword

ICT is a key driver of productivity and innovation. It's changing the way we interact with the community and clients. The NSW Government ICT Strategy seeks to expand our use of technology to:

- transform government service delivery
- make it easier to do business with government
- build a more productive public sector

To achieve these goals, it is essential that we continue to grow the capability of our workforce.

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, linear 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.

This ICT Career Pathway Framework has been developed in partnership with representatives across the sector. It is intended to be a tool for employees to navigate their career options, as well as plan and grow their careers, together with their managers. This 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

This framework is intended as a guide. The career moves depicted are indicative rather than exhaustive. It is hoped that this framework is a valuable tool to help shape the ICT workforce of the future so that we can transform how we relate to the community and clients and make ICT a true enabler of reform.

A photograph of a person's hands typing on a white keyboard, overlaid with a semi-transparent teal filter. The person is wearing a light-colored long-sleeved shirt. A tablet is visible on the left, and a pair of glasses and some papers are on the desk in the foreground. The word "Introduction" is centered in white text.

Introduction



Introduction

This ICT Career Pathway Framework has been developed to foster growth-based careers aligned to personal career aspirations, and to support systemic workforce planning aligned to strategic business objectives.

The ICT and Digital Leadership Group endorsed a suite of 55 ICT sector role descriptions which, along with seven emerging roles, form a basis for this framework. ICT trends over the next 3-5 years have also been considered, to ensure the framework's relevance and sustainability (see the next page). While all roles across the sector are not included, the use of common roles creates consistency which will support employee mobility, create clarity around work expectations and improve workforce planning practices.

The development of this framework included three key steps:

- 1. Guided by insights:** Initial career pathways were identified through conversations with industry SMEs who have a deep understanding of the ICT function and possible pathways for roles
- 2. Anchored on capability:** Pathways were cross-referenced with the capabilities defined in the ICT Capability Framework to validate feasibility
- 3. Validated by cross-sector representatives:** The pathways were validated by representatives nominated by the ICT & Digital Leadership Group

This framework provides an indication of possible pathways based on current and forecast patterns of mobility in ICT, however it is not definitive. There may be other opportunities within your agency not included in this framework which you should explore with your manager.

If your role is not included in this framework, we encourage you to find a similar role based on domain and capability to indicate possible career paths.

We encourage you to follow four simple steps when using this framework and considering your next career move.

- 1. Identify Pathway:** choose a role (or multiple roles) you wish to explore further, aligned to your personal aspirations and based on your capability, knowledge and experience
- 2. Access Role Description:** familiarise yourself with the particular capabilities required for a role to assess feasibility and inform your career move plan
- 3. Plan Your Career Move:** use the career move template in this framework to articulate what you'll need to do to perform in a new role. You can use this template to compare and contrast different options
- 4. Talk to Your Manager:** use your career move plan/s as the basis for your conversation with your manager, aligned to your broader career development plan and your agency's performance management system



Emerging trends in ICT

OVERVIEW OF TRENDS

Global technology trends are increasingly influencing the way ICT is managed and delivered. Since 2012, the approach taken to ICT investment and service delivery has fundamentally changed. ICT is considered a key sector for the NSW economy and productivity growth will increasingly be driven by opportunities created by technology.

A key change is mature cloud-based service offerings which are allowing ICT functions within the NSW Public Sector to move away from traditional delivery and operations; towards high value areas of strategy, architecture, design, analytics and management.

In 2016 the Public Service Commission appointed Deloitte Australia to develop a report on emerging trends in ICT. This paper identified four major themes and associated trends which are shaping ICT functions within the NSW Public Sector:

- 1. Service Devolution:** the practice of engaging commercial and not-for-profit organisations in the delivery of public services to better meet the NSW Public Sector and citizen needs
- 2. Agility and Responsiveness:** effectively responding to and adapting to change in order to remain relevant and meet increasing expectations from citizens on rapid policy response to various emerging issues
- 3. Service Digitisation:** engaging with customers and the community through multiple diverse touch points, including both in person and online interactions, to improve the efficiency of service delivery and create a more user-centric experience
- 4. Evidence-based Decisions:** using data to gain insights and inform decisions through sophisticated analysis and effective communication to a diverse audience

WHAT THIS MEANS FOR THE NSW PUBLIC SECTOR

The trends are expected to have considerable impact on the ICT function and workforce in the NSW Public Sector, influencing the roles and capabilities required in the future.

Workforce data over the past few years and forward employment projections support these trends where certain Technology Services and Technology/Application Building roles are in long term decline while design and strategy roles like Project Managers, Solutions Architects and Data Analysts are in a long term growth trajectory.

Five specific implications were identified in this report:

- Growing demand for blended skills of both core and professional capabilities
- Data analytics driving new roles and capabilities
- Greater focus on security and privacy
- Enhanced project delivery capabilities
- Heightened expectations on service management and integration

This framework aims to improve talent mobility through less conventional horizontal and diagonal pathways based on this evidence, and enable the sector to tap into existing capability to meet business goals.

The framework also incorporates seven emerging roles, outlining role purpose and focus capabilities to inform career planning. These new roles will help the sector remain relevant and agile in a time of rapid innovation and adoption of new service delivery models. Full role descriptions are in development.



How this framework will help you



As an individual...

THIS IS A TOOL TO HELP EXPLORE CAREER MOVES

- Identify possible career paths to broaden your experience, provide stretch opportunities or move to a different role
- Understand the capabilities you need to develop to support a move to a different role
- Create a plan to inform your overall career and development plan and guide career conversations with your manager



As a manager...

THIS IS A TOOL TO GUIDE YOUR TEAM'S DEVELOPMENT AND INFORM WORKFORCE PLANNING

- Inform career conversations with your team, aligned to their broader development plan and your agency's performance management system
- Highlight feeder roles for vacancies within your team to broaden your talent pool and enable you to build a pipeline of talent

Important things to be mindful of when using this framework

This framework is based on sector role descriptions developed and endorsed by the ICT and Digital Leadership Group for use by the sector. While all roles are not included, it provides an indication of the nature and type of capability requirements for possible career paths.

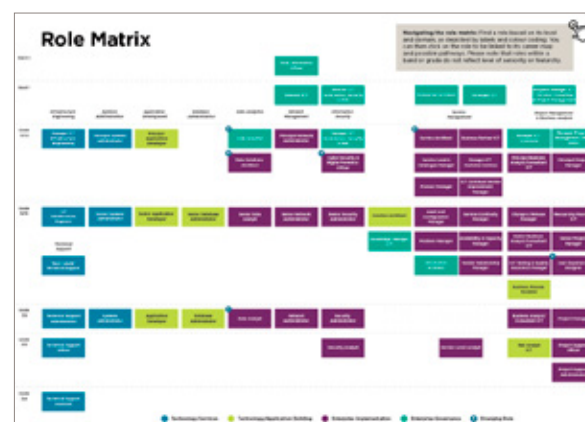
A framework based on sector role descriptions creates consistency which will support employee mobility, create clarity around work expectations and enable more effective workforce planning. Therefore when looking through the framework, it is important to review the capabilities and the behavioural indicators in the role description to find the role you need.



How to navigate this framework

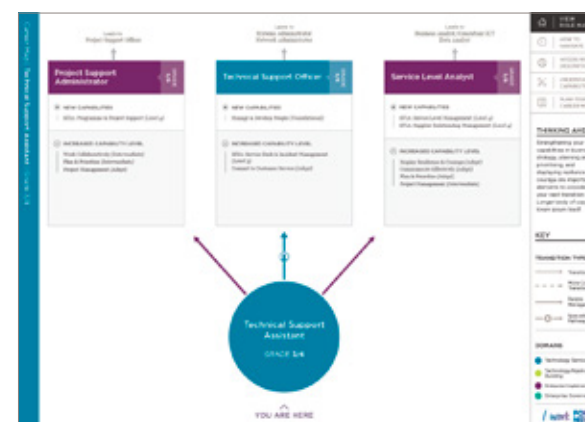
This framework has been developed as an easy-to-navigate, interactive document based on three key sections to guide an individual through the career planning process.

VIEW ROLE MATRIX



Navigate this visual role matrix and click on a role to explore possible career pathways. A 'View Role Matrix' button appears on each page to help you navigate the framework.

EXPLORE CAREER MAPS



Each map will help you understand possible career pathways – whether it's to broaden your experience or provide stretch opportunities for you – and what capability development is required to support a move to a different role.

PLAN YOUR CAREER MOVE



After exploring possible pathways, set up time to have a career conversation with your manager to identify development needs and how best to facilitate this in your agency.

VIEW ROLE PROFILES



ICT SMEs identified a sample of seven roles as critical to supporting ICT strategic direction and priorities. Additional information is provided on key complexities you may encounter in each role, and valued experiences which could support a move to one of these roles.



- Career Map | Senior Application Developer | Grade 9/10**

Senior Application Developer
GRADE 9/10
YOU ARE HERE

Service Architect
GRADE 11/12
Leads to Director ICT Enterprise Architect

Principal Application Developer
GRADE 11/12
Leads to Director ICT

Data Scientist
GRADE 11/12
Leads to Data Solutions Architect

Solution Architect
GRADE 9/10

THINKING AHEAD

If it's stretch you're looking for, you have two quite different emerging roles as options for your next move, depending on your preference for either relationship management with business acumen or research-orientated quantitative analysis.

KEY

TRANSITION TYPES

 - Transition
 - - - → More Complex Transition
 - People Management
 - Specialist Pathway

DOMAINS

 - Technology Services
 - Technology/Application Building
 - Enterprise Implementation
 - Enterprise Governance

*Click here to start exploring
your possible career pathways*

A photograph of four business professionals (three men and one woman) sitting around a table in a meeting. They are looking at a laptop screen. The image has a purple tint. The text 'Role Matrix' is overlaid in the center.

Role Matrix

Role Matrix



Navigating the role matrix: This page is interactive. Find a role based on its level and domain, as depicted by labels and colour coding. You can then click on the role to be linked to its career map and possible pathways. Please note that the placement of roles within a band or grade do not reflect the level of seniority or hierarchy.

Band 2

Chief Information
Officer

Band 1

Infrastructure
Engineering

Systems
Administration

Application
Development

Database
Administration

Data Analytics

Information
Security

Network
Management

Strategy &
Architecture

Service
Management

Project Management
& Business Analysis

Grade
11/12

Grade
9/10



Technical
Support

Grade
7/8

Grade
5/6

Grade
3/4



Technology Services



Technology/Application Building



Enterprise Implementation



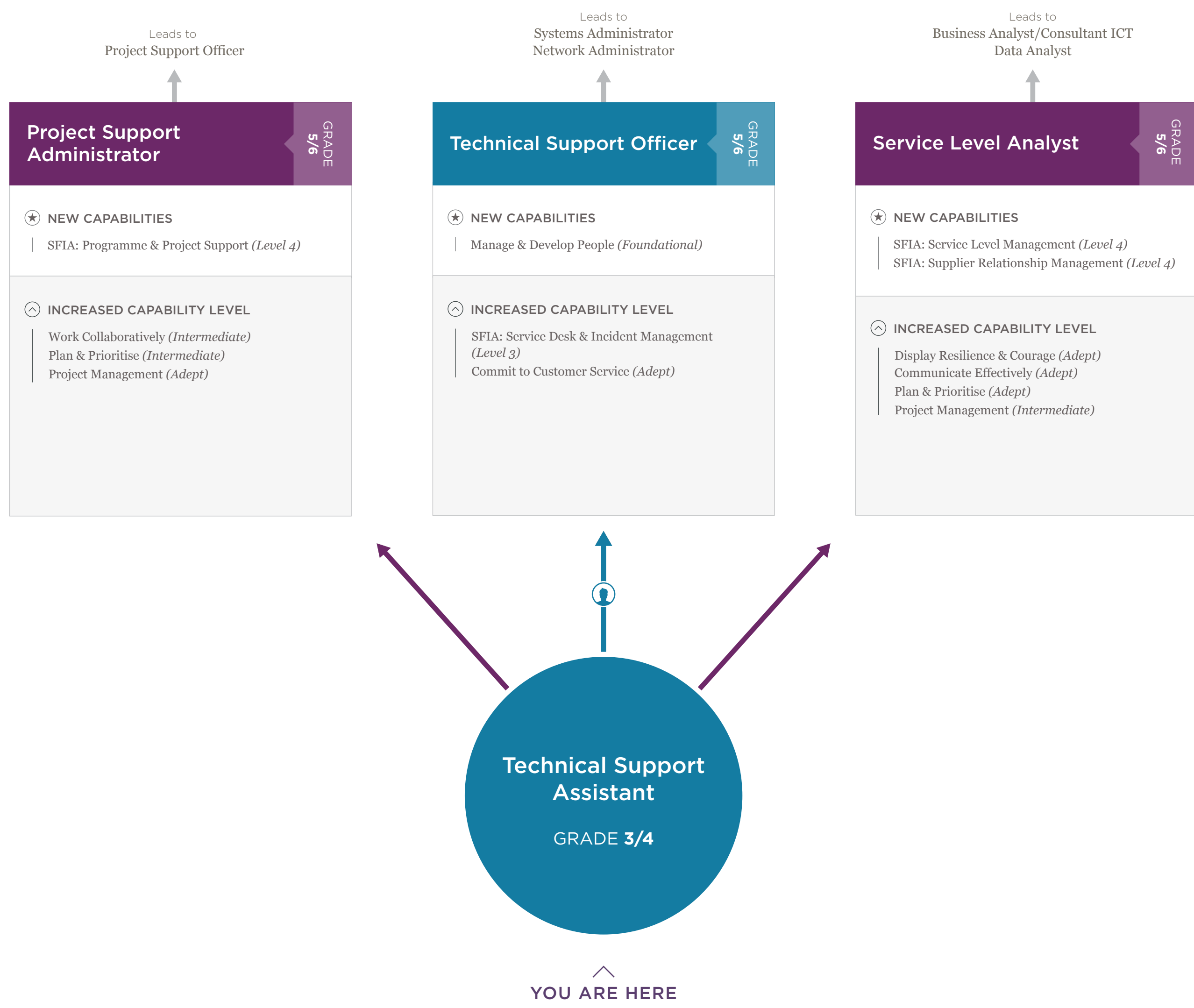
Enterprise Governance



Emerging Role



ICT Career Maps **Technology Services**



THINKING AHEAD

People management and your ability to plan and prioritise will be important considerations for your next career move. At your level, you have greater flexibility to move between job categories, whether it's service management, projects or remain in technical services.

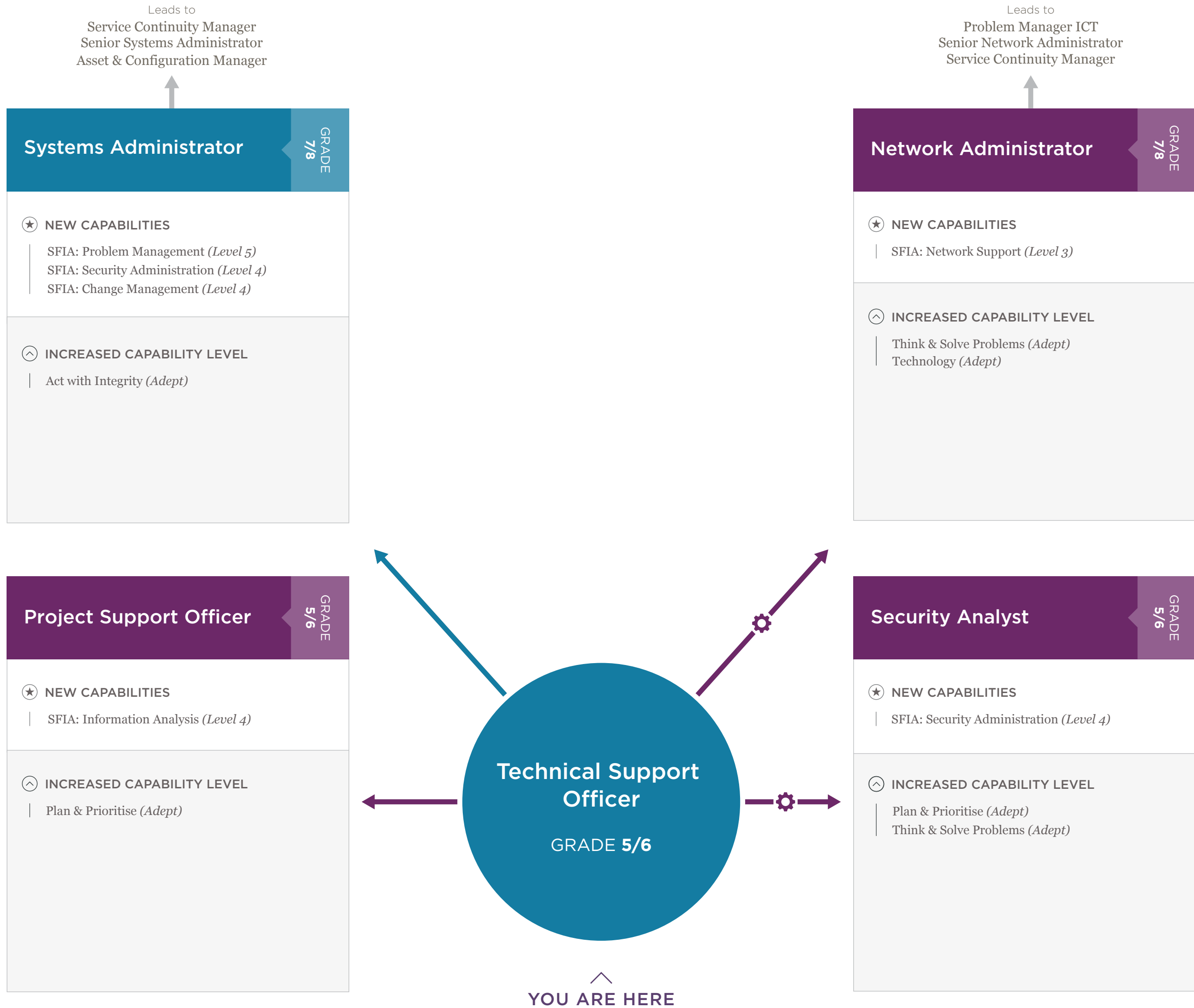
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

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- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Strengthening your capabilities in planning, prioritising and solving problems are important considerations for your next career move. You should also consider if you want to specialise or broaden your experience.

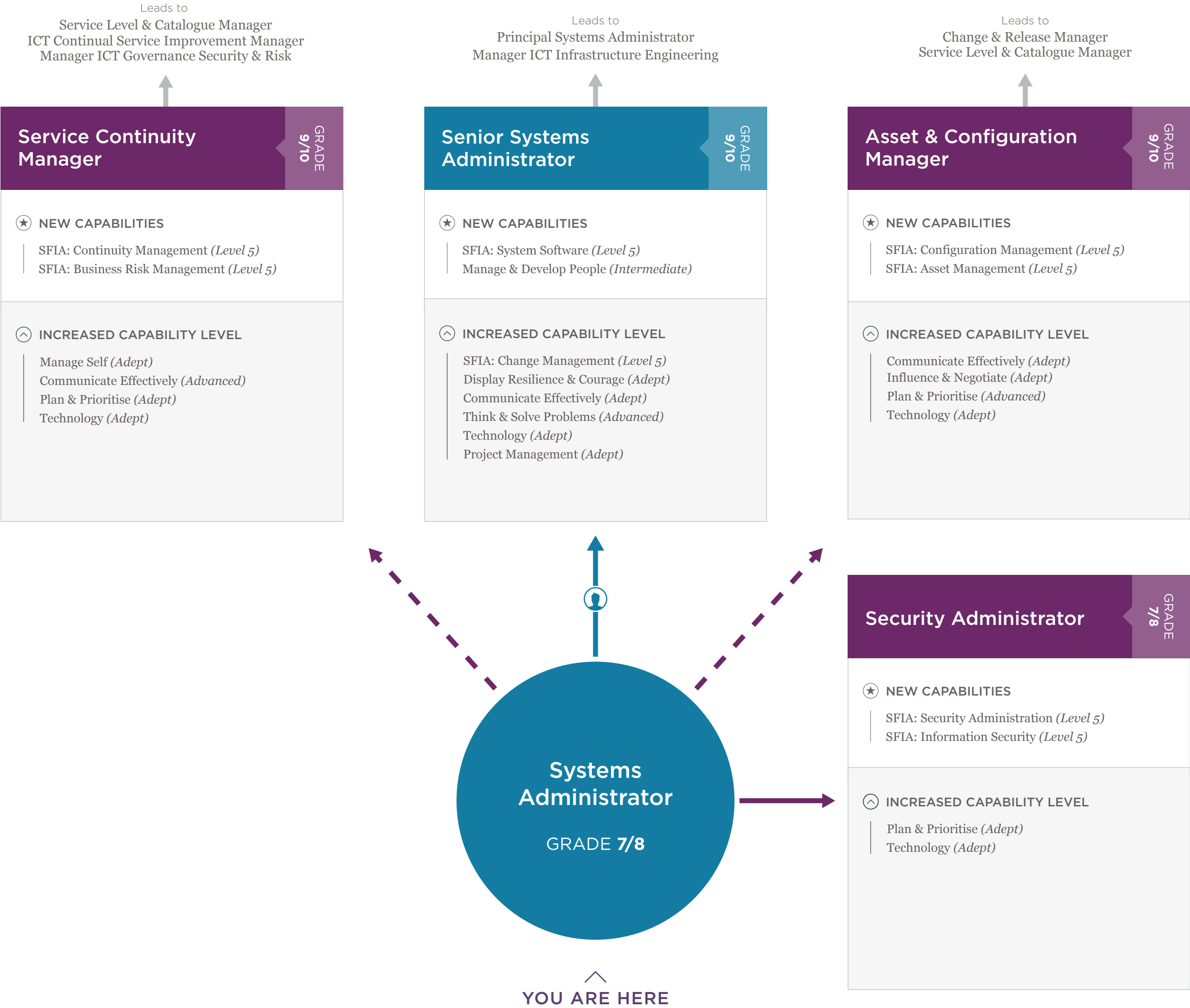
KEY

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THINKING AHEAD

Managing a team or moving to a service management role will both have an added level complexity in these transitions; however your ability to effectively plan prioritise and clearly communicate will help you perform in your next career move.

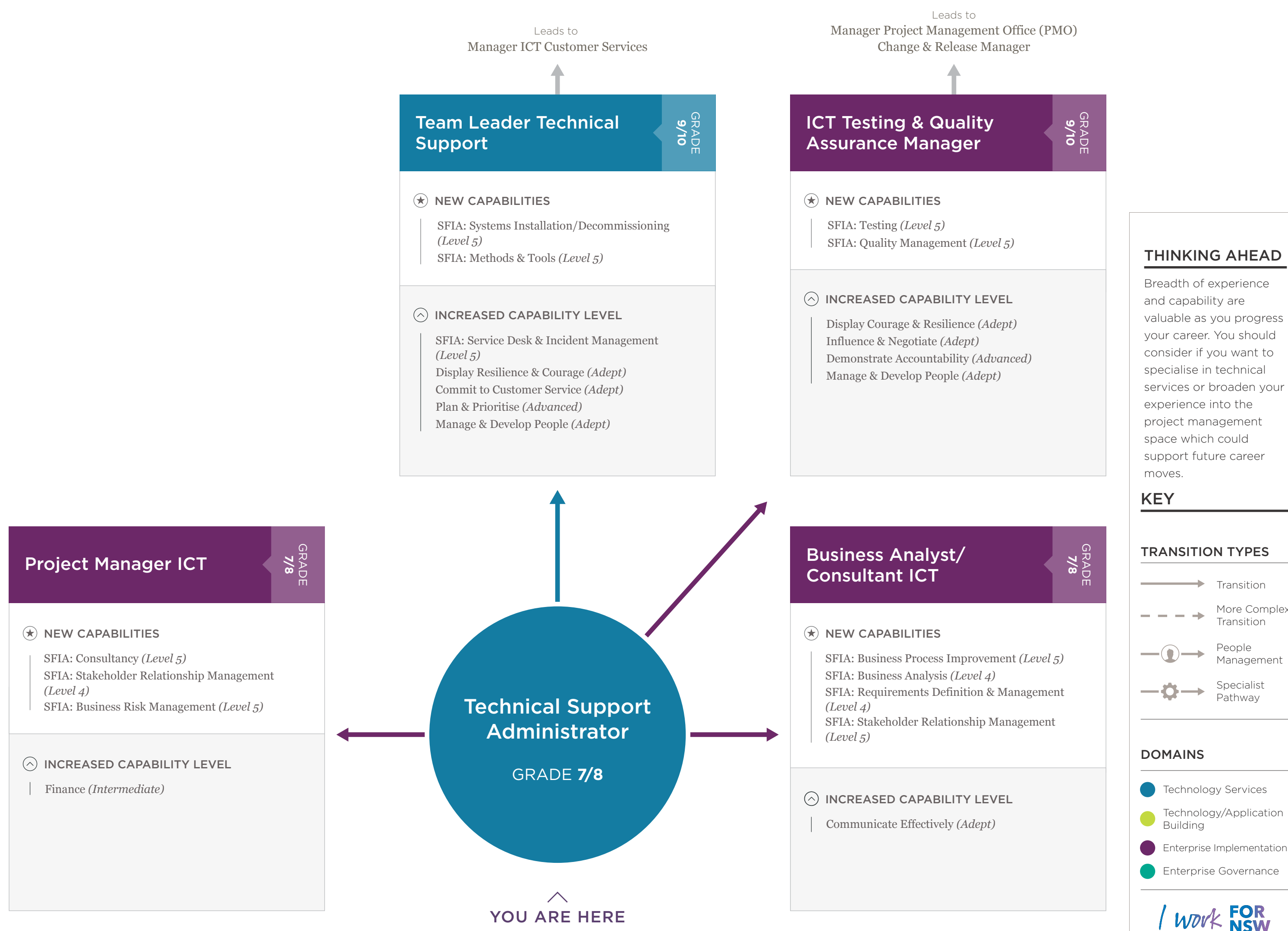
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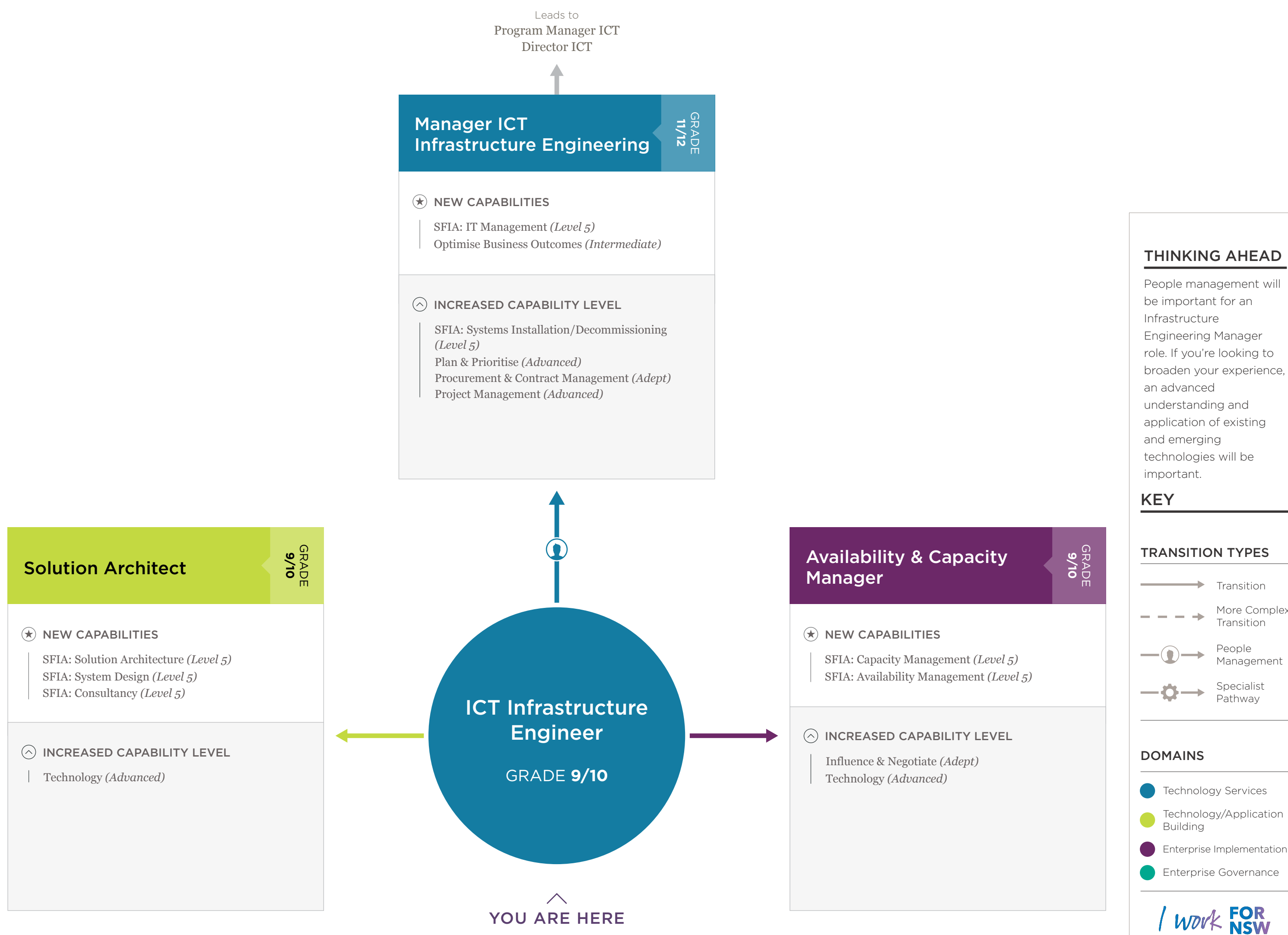
TRANSITION TYPES

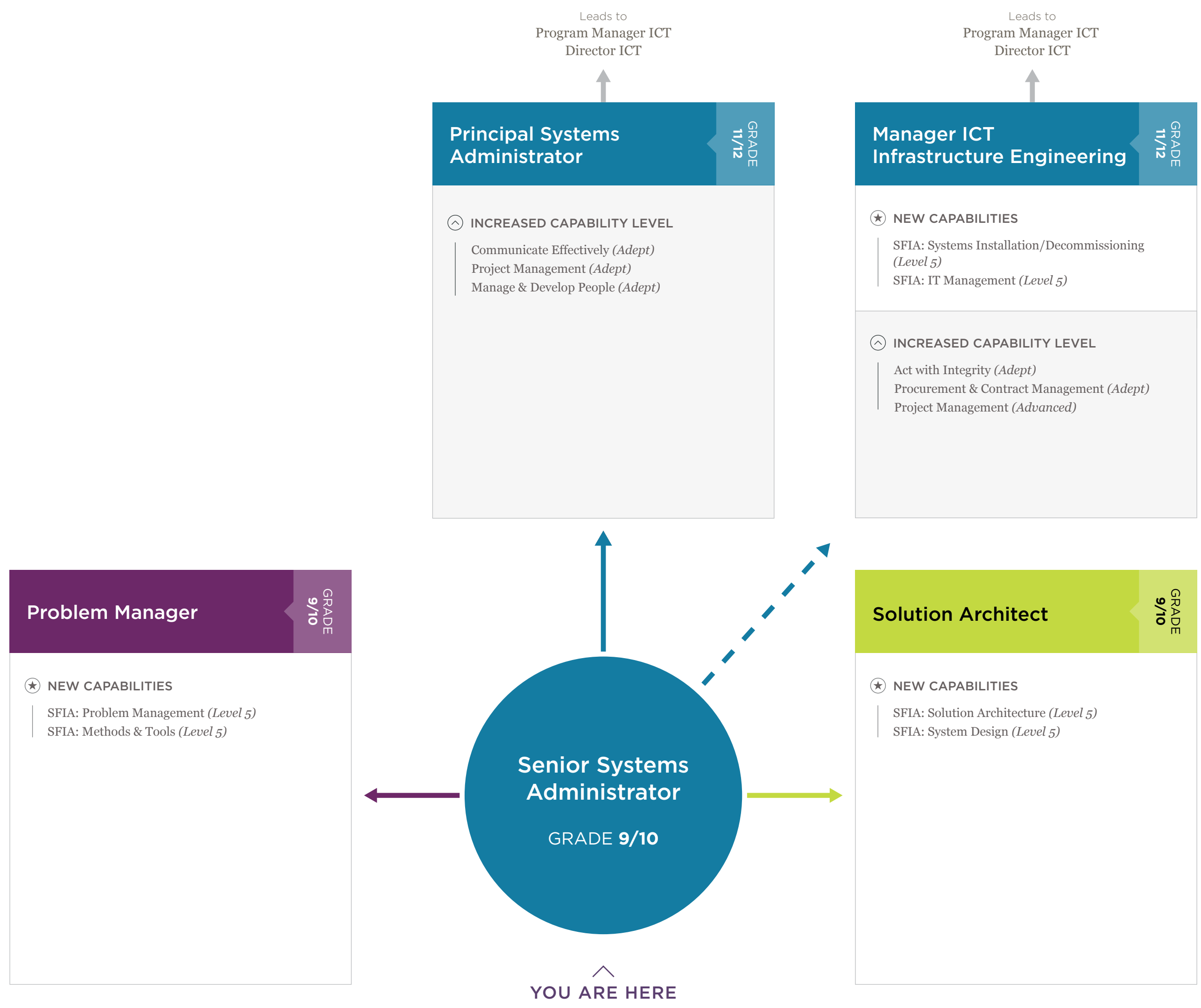
- Transition
- More Complex Transition
- People Management
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- Enterprise Governance







THINKING AHEAD

Breadth of experience and capability are important as you progress your career. A focus on problem management, solution architecture or system design could be important development considerations ahead of your next career move.

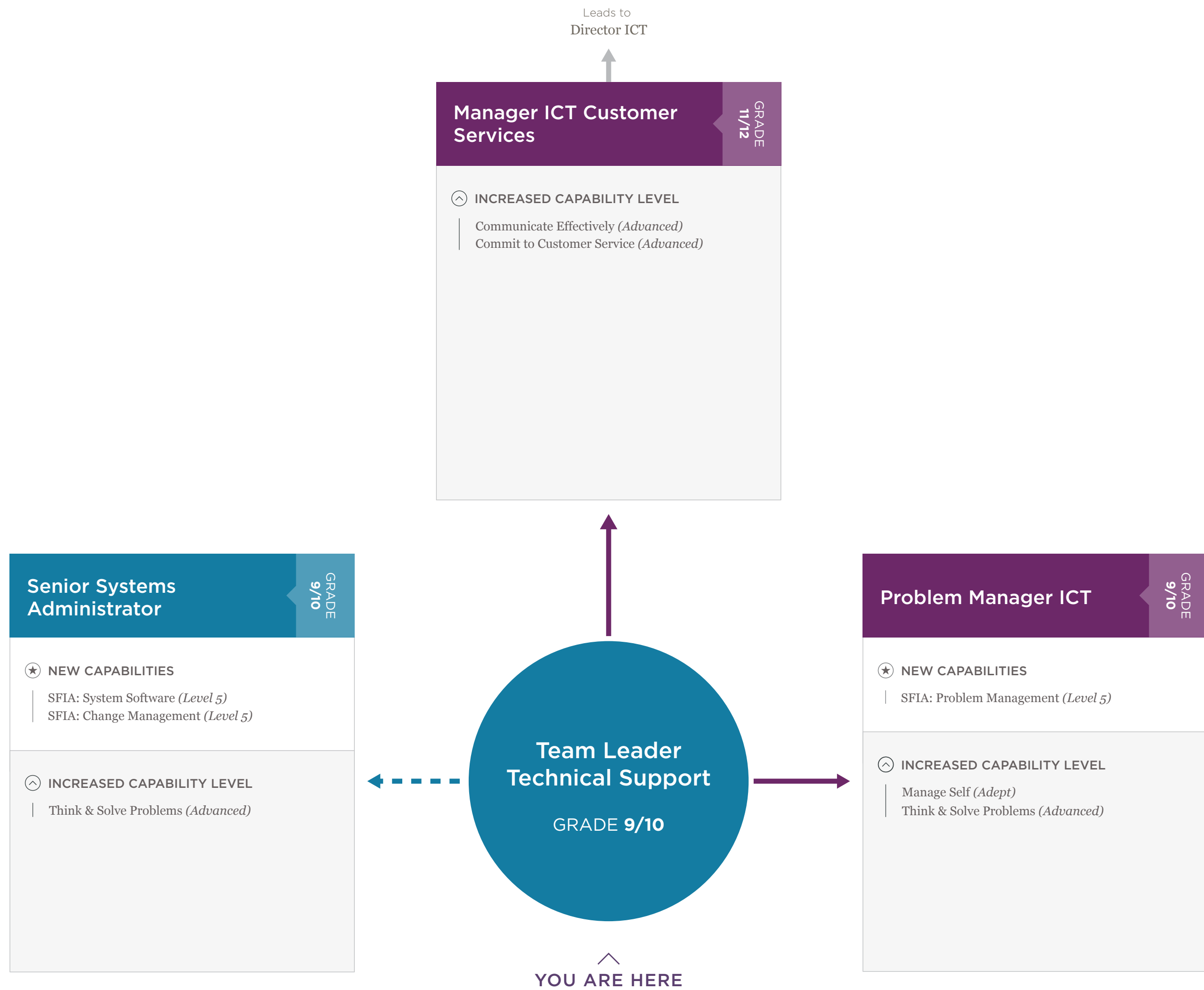
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (Person Icon) People Management
- (Gear Icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

If you are looking to broaden your experience beyond technical support, taking your problem solving skills to the next level will help you with your next career move.

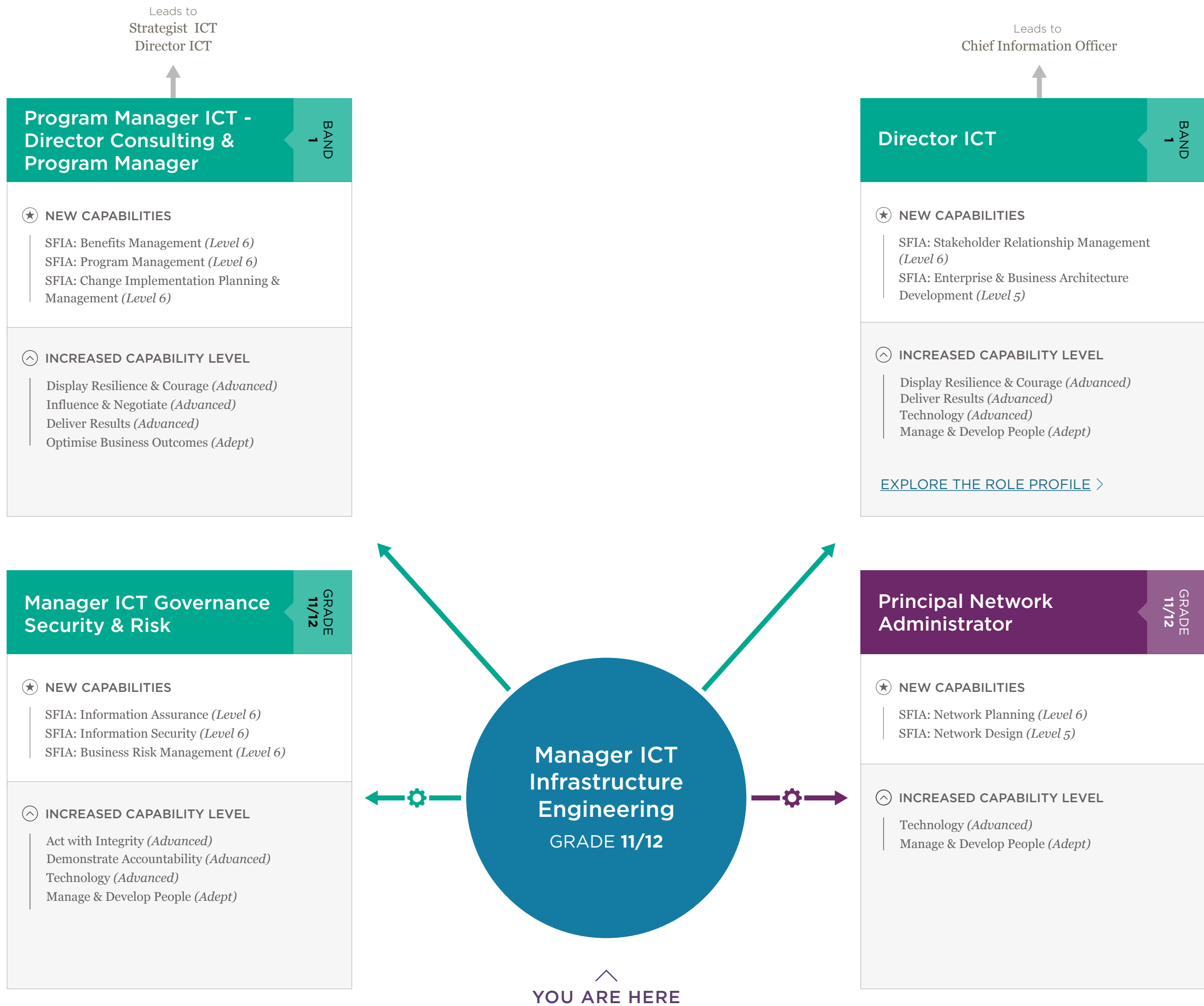
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

You should consider if you want to move towards a more specialised domain or if you want to stretch yourself in a more general domain when making your next career move.

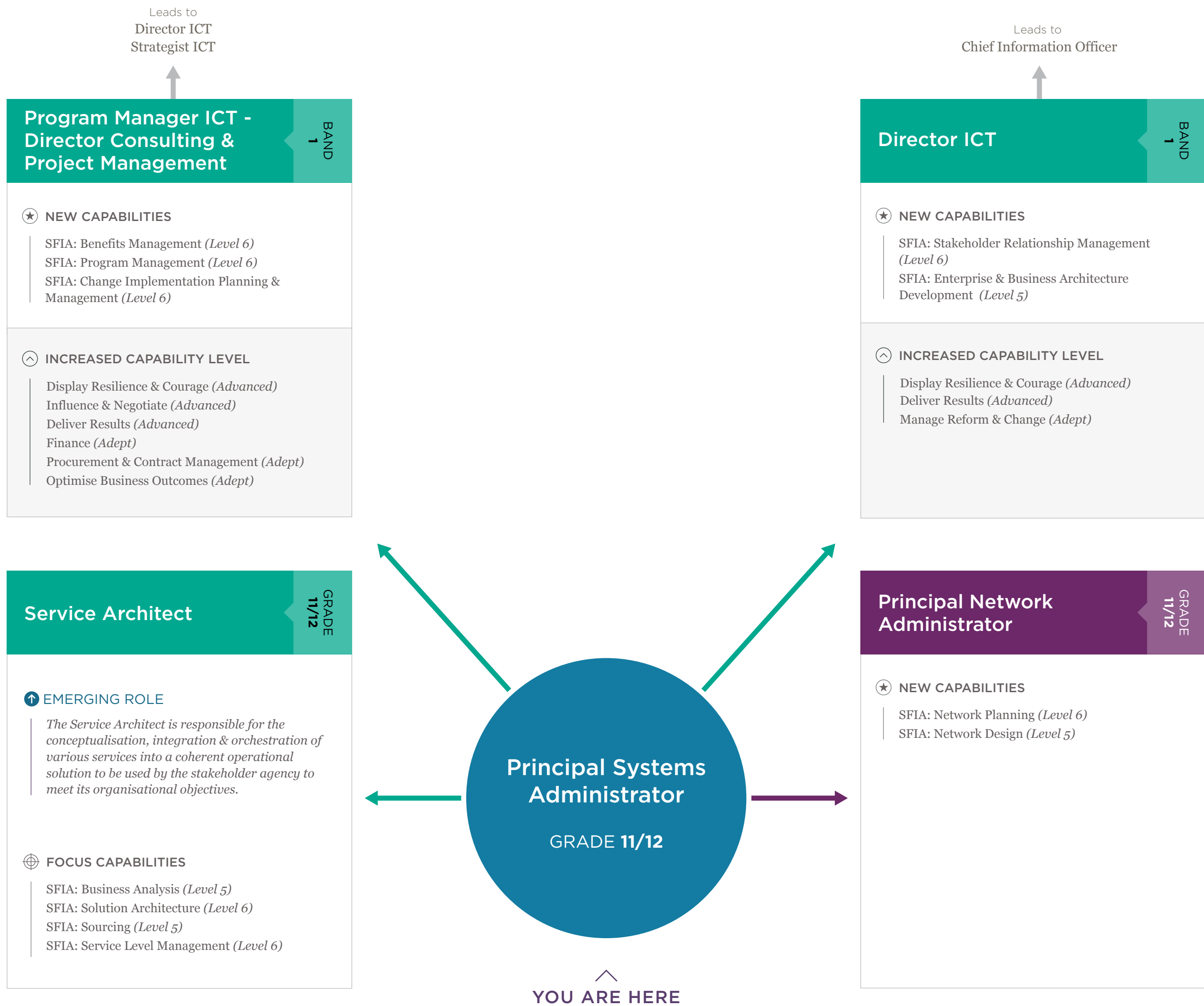
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THINKING AHEAD

Demonstrating your ability to remain calm and deliver results in a high pressure environment as well as accepting criticism and being considered in your response will help your next career move.

KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

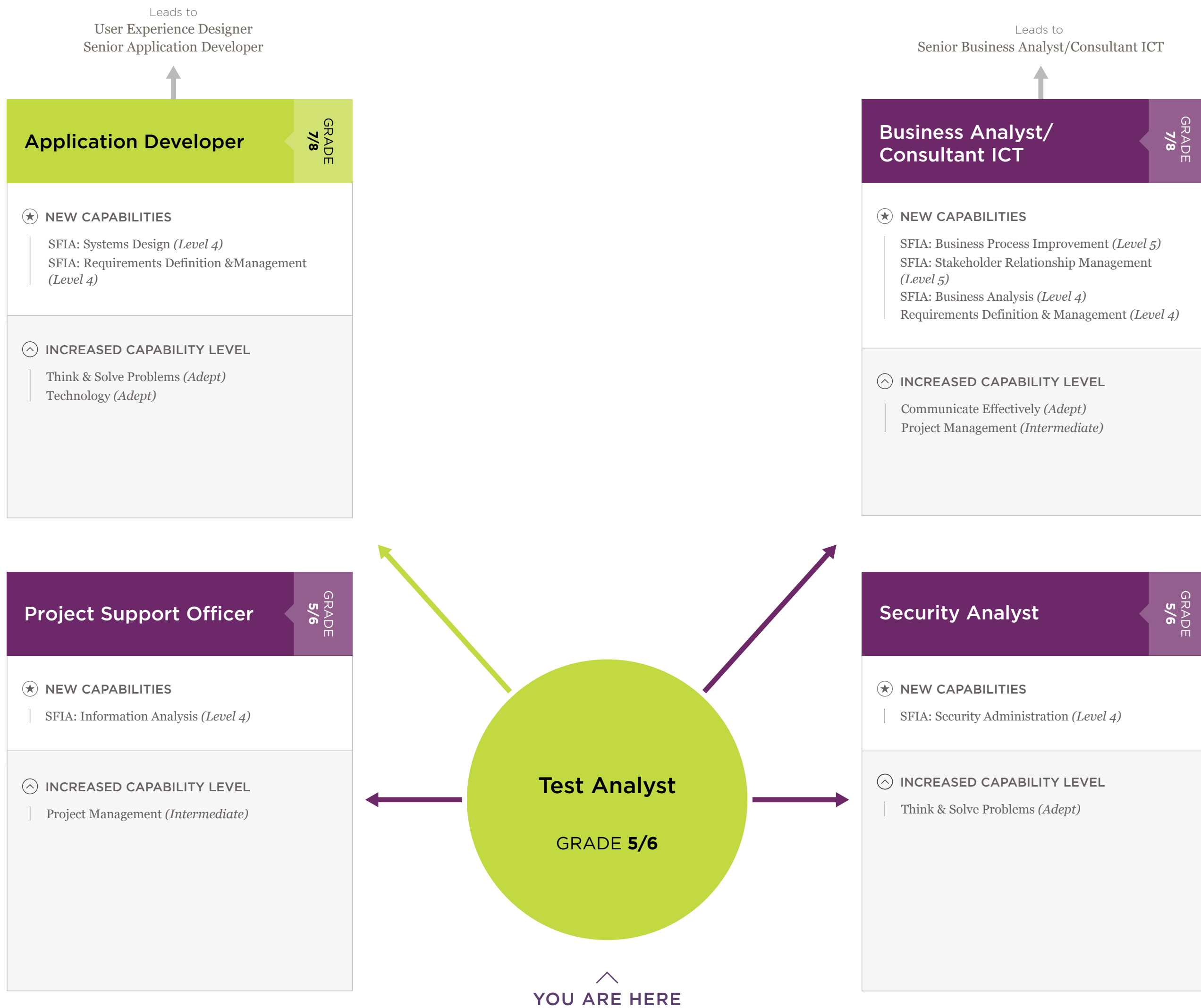
DOMAINS

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A person is working on a laptop in an office setting. The laptop screen displays a complex data visualization or code editor. In the background, there are several large computer monitors, one of which shows a web application interface. The office environment is visible with desks, cables, and other equipment. The overall scene is overlaid with a semi-transparent orange filter.

ICT Career Maps

Technology/Application Building



THINKING AHEAD

You are in a good position to broaden your capabilities to set you in good stead for the future. Problem solving will be an important skill to develop to help you in your next move.

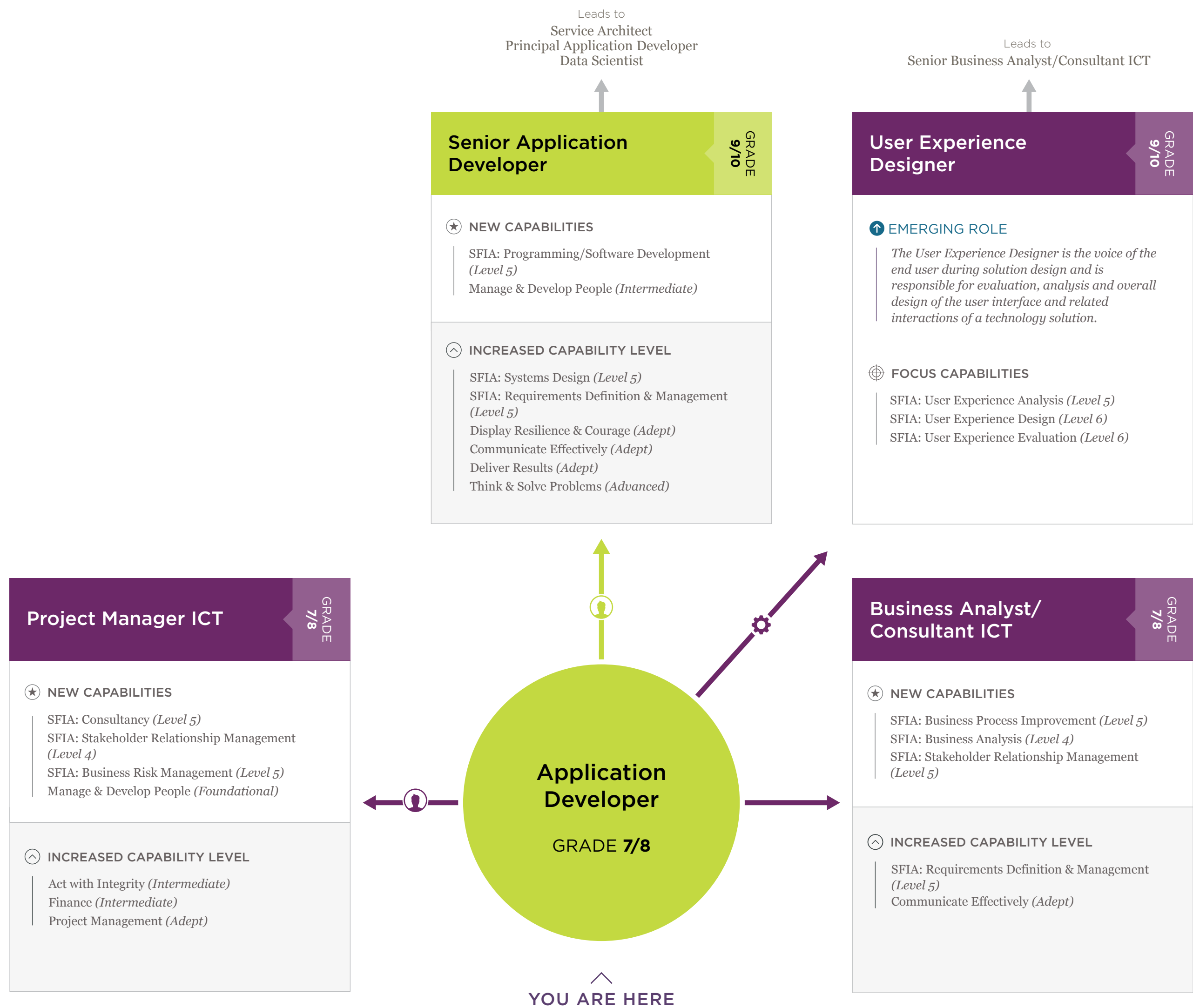
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THINKING AHEAD

You are currently in a highly mobile role with a range of transferable skills. You may wish to consider if people management is for you to help narrow your career move options.

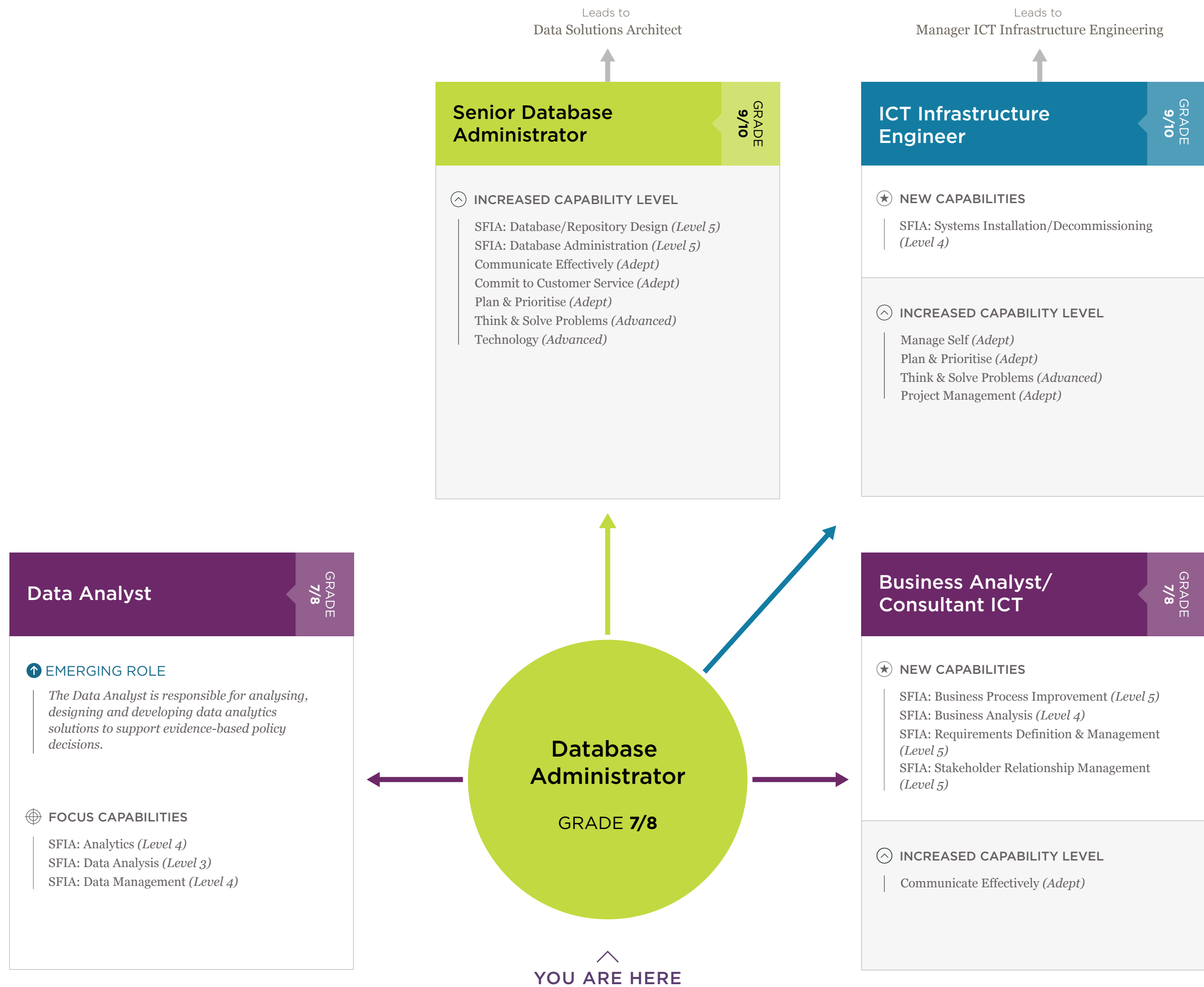
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THINKING AHEAD

Your ability to plan and prioritise, solve problems and clearly communicate will be important in your next career move.

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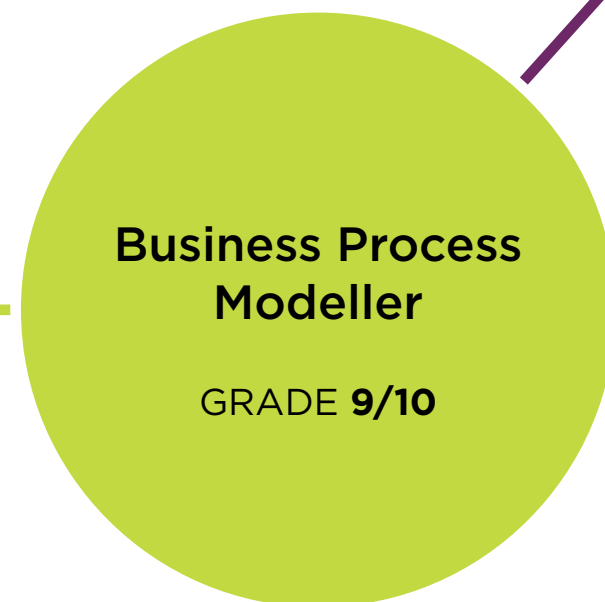
Solution Architect
GRADE 9/10

★ **NEW CAPABILITIES**

- SFIA: Solution Architecture (*Level 5*)
- SFIA: System Design (*Level 5*)

⤴ **INCREASED CAPABILITY LEVEL**

- Think & Solve Problems (*Advanced*)
- Technology (*Advanced*)
- Project Management (*Adept*)



^
YOU ARE HERE

Leads to
Director ICT
Strategist ICT

Principal Business Analyst/Consultant ICT
GRADE 11/12

★ **NEW CAPABILITIES**

- SFIA: Stakeholder Relationship Management (*Level 6*)
- SFIA: Requirements Definition & Management (*Level 5*)
- Manage & Develop People (*Adept*)

⤴ **INCREASED CAPABILITY LEVEL**

- SFIA: Business Process Improvement (*Level 6*)
- SFIA: Business Analysis (*Level 6*)

Information Architect
GRADE 9/10

★ **NEW CAPABILITIES**

- SFIA: Information Management (*Level 5*)
- SFIA: Enterprise & Business Architecture Development (*Level 5*)

⤴ **INCREASED CAPABILITY LEVEL**

- Communicate Effectively (*Advanced*)
- Technology (*Advanced*)

THINKING AHEAD

A focus on solution architecture and/or business and enterprise architecture could help create breadth in your experience. If you're looking for stretch, a focus on stakeholder management will be important.

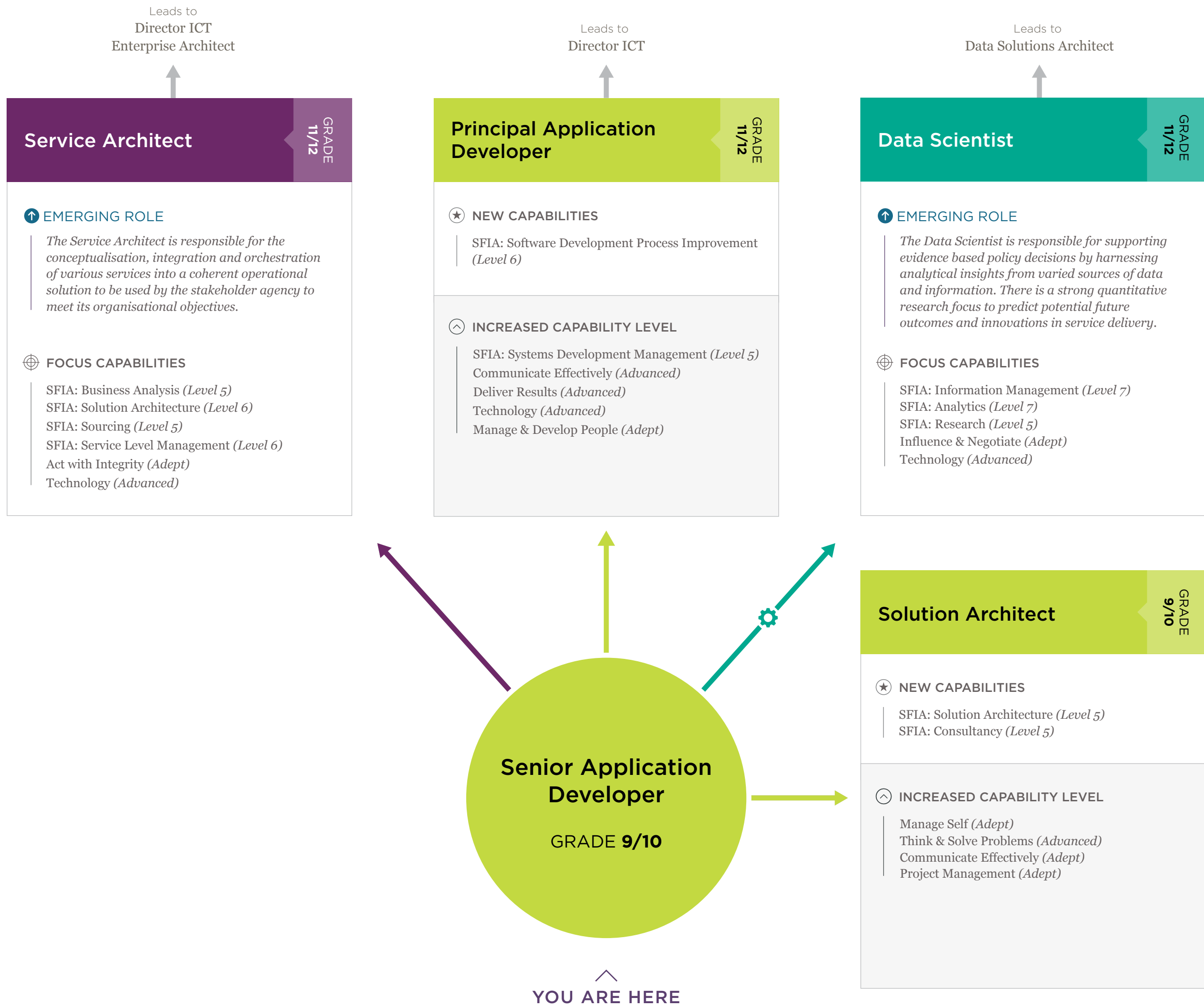
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THINKING AHEAD

If it's stretch you're looking for, you have two quite different emerging roles as options for your next move, depending on your preference for either relationship management with business acumen or research-orientated quantitative analysis.

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Problem Manager ICT

GRADE 9/10

★ NEW CAPABILITIES

- SFIA: Methods & Tools (Level 5)
- SFIA: Problem Management (Level 5)



Leads to
Enterprise Architect

Data Solutions Architect

GRADE 11/12

↑ EMERGING ROLE

The Data Solutions Architect is responsible for conceptualisation, design, implementation and ongoing improvements of data analytics solutions that enable evidence based decision making.

⊕ FOCUS CAPABILITIES

- SFIA: Information Management (Level 7)
- SFIA: Analytics (Level 7)
- SFIA: Consultancy (Level 6)
- SFIA: Solution Architect (Level 6)
- Influence and Negotiate (Adept)
- Communicate Effectively (Advanced)
- Deliver Results (Advanced)
- Technology (Advanced)
- Manage & Develop People (Adept)

Solution Architect

GRADE 9/10

★ NEW CAPABILITIES

- SFIA: Solution Architecture (Level 5)
- SFIA: Consultancy (Level 5)

⤴ INCREASED CAPABILITY LEVEL

- Manage Self (Adept)
- Communicate Effectively (Adept)
- Think & Solve Problems (Advanced)
- Project Management (Adept)

THINKING AHEAD

Focusing your development on problem management or information management could allow you to broaden your experience into the implementation domain. Solution architecture could also be important for your next career move.

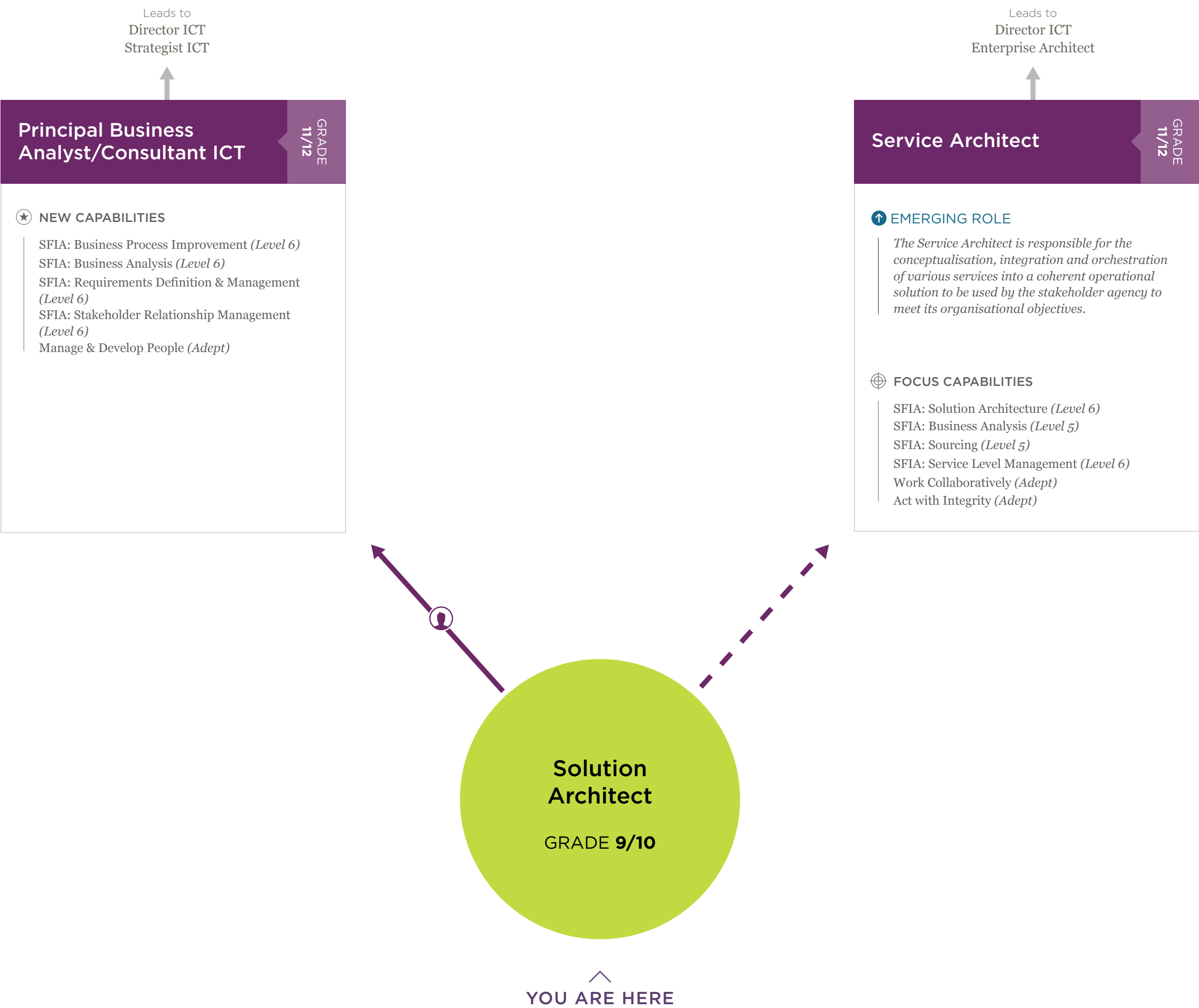
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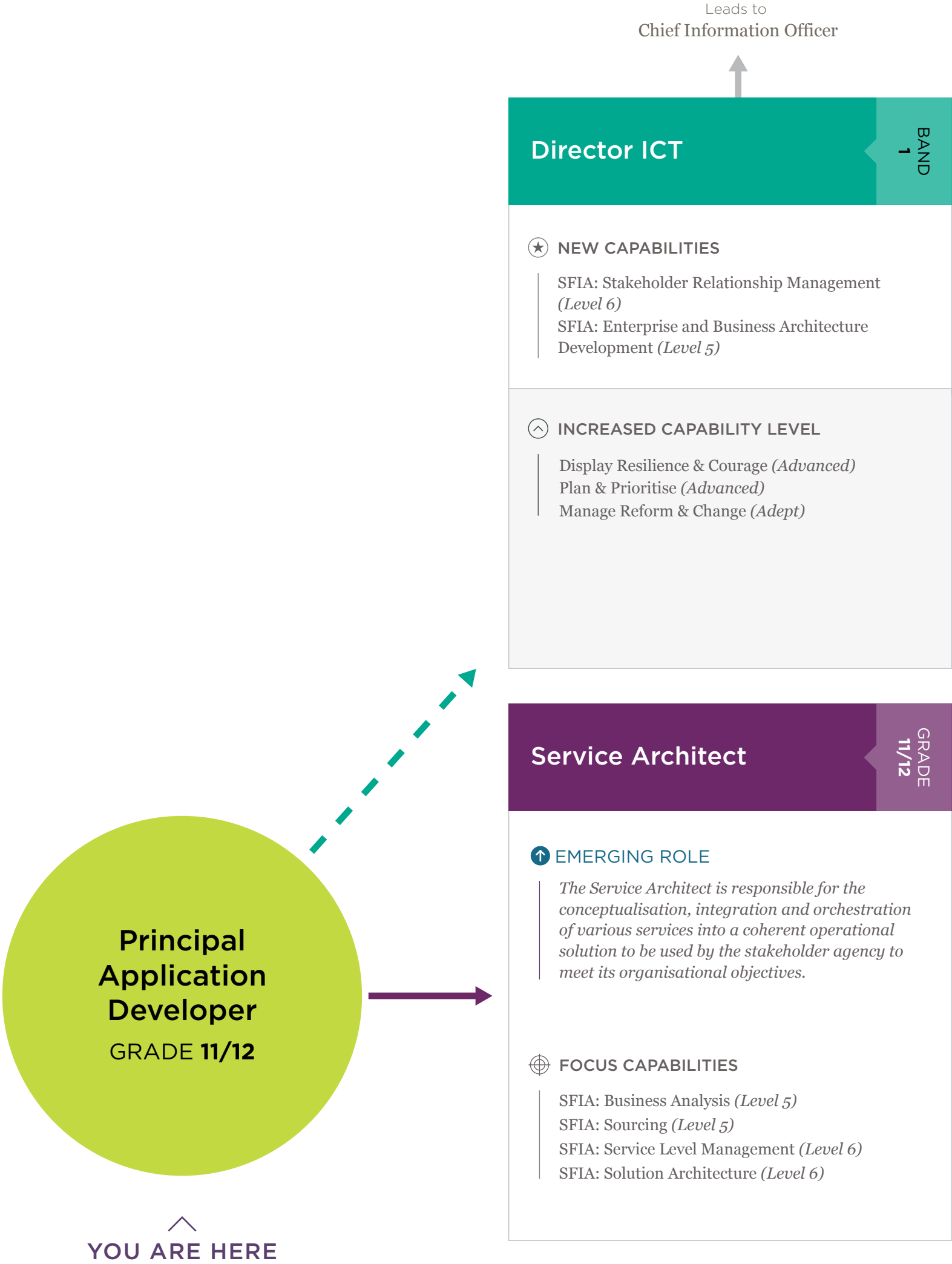
THINKING AHEAD

For your next career move you should consider if managing a team is something you want to do, or if you're more interested in project management or service management.

KEY

- TRANSITION TYPES**
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THINKING AHEAD

To further your career, breadth is important. Service level analysis and solution architecture will be important for a move to a Service Architect role, or if you consider stretching yourself, stakeholder management and business architecture will be important.

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A photograph of two business professionals in an office setting. A man in a dark pinstripe suit and tie is holding a pen and pointing at a document held by a woman in a light-colored striped shirt. The woman is also pointing at the document. In the background, a computer monitor displays a line graph, and a keyboard is visible in the foreground. The entire image is overlaid with a semi-transparent purple filter. The text 'ICT Career Maps' and 'Enterprise Implementation' is centered over the image in white.

ICT Career Maps **Enterprise Implementation**



THINKING AHEAD

Focusing your development around information management and your ability to effectively plan and prioritise will be valuable to future career moves.

KEY

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- (person icon) People Management
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THINKING AHEAD

People management and problem solving will be important considerations for future career moves. If you are looking to create some stretch, business analysis, process improvement and stakeholder engagement could also prove valuable.

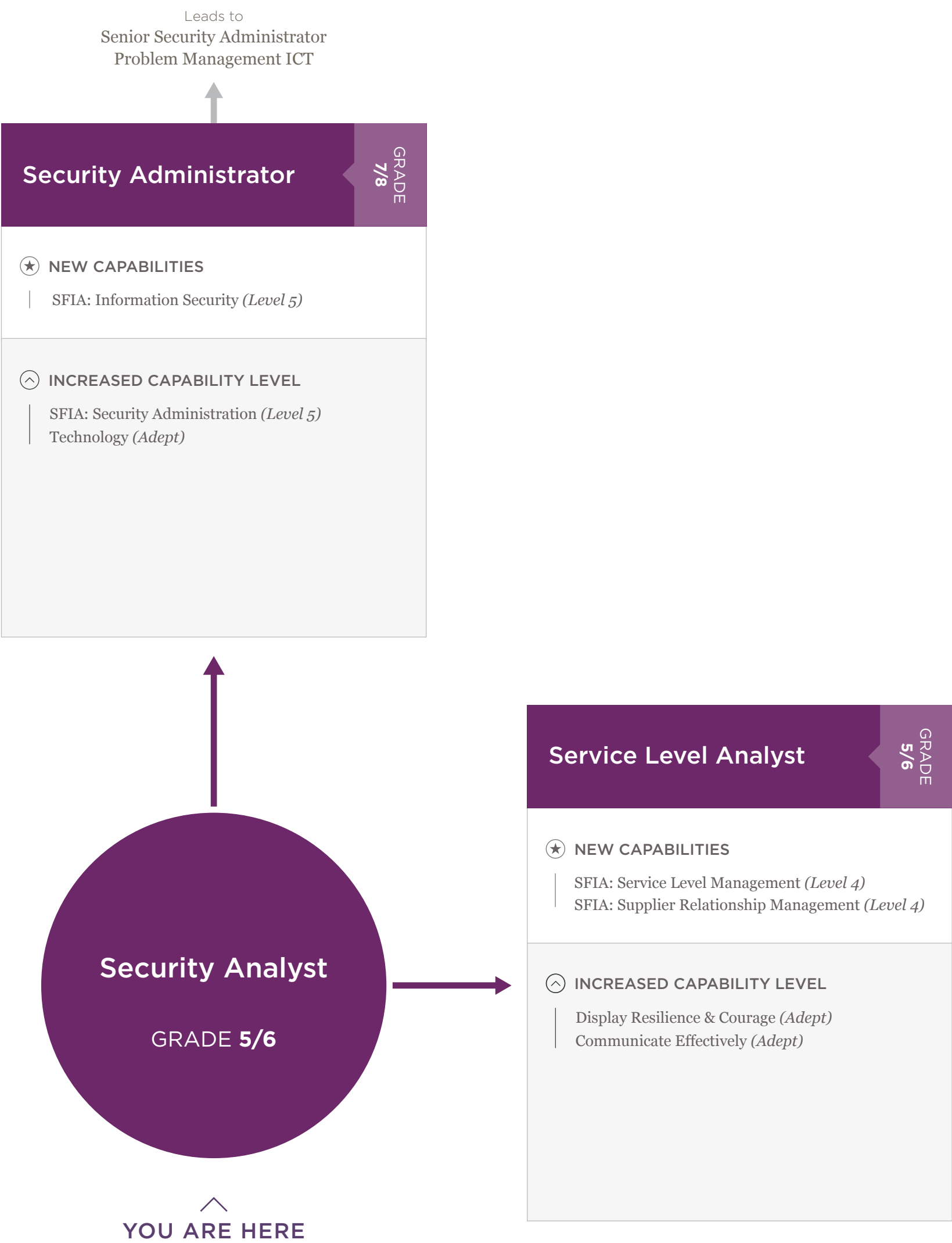
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THINKING AHEAD

If you want to broaden your experience beyond information management, consider your development around communication and resilience to support a move to a service management role.

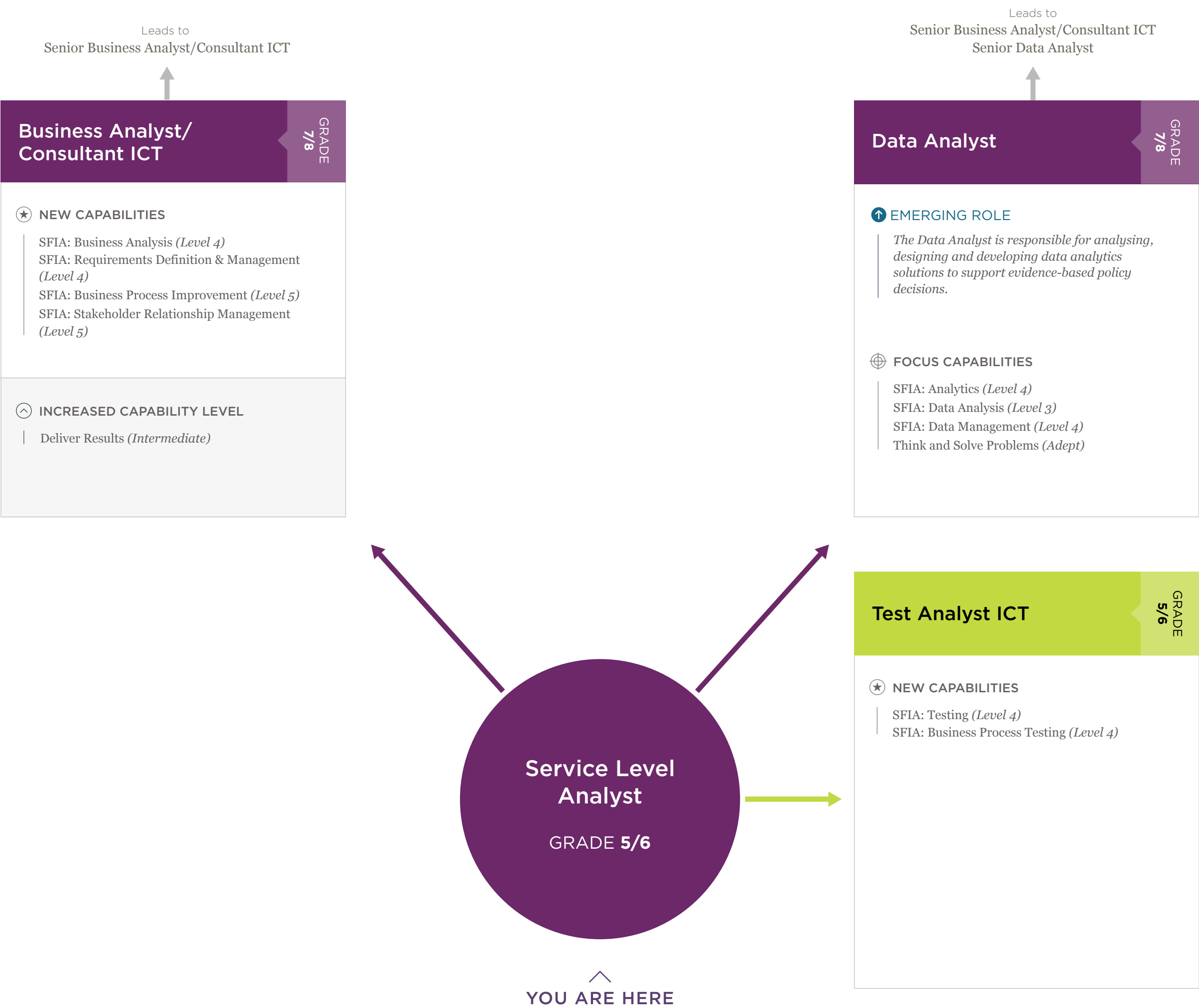
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THINKING AHEAD

Your role has various career move options. Depending on your knowledge, experience, and career aspirations, you should focus your development on either business analysis, data analysis or business process testing.

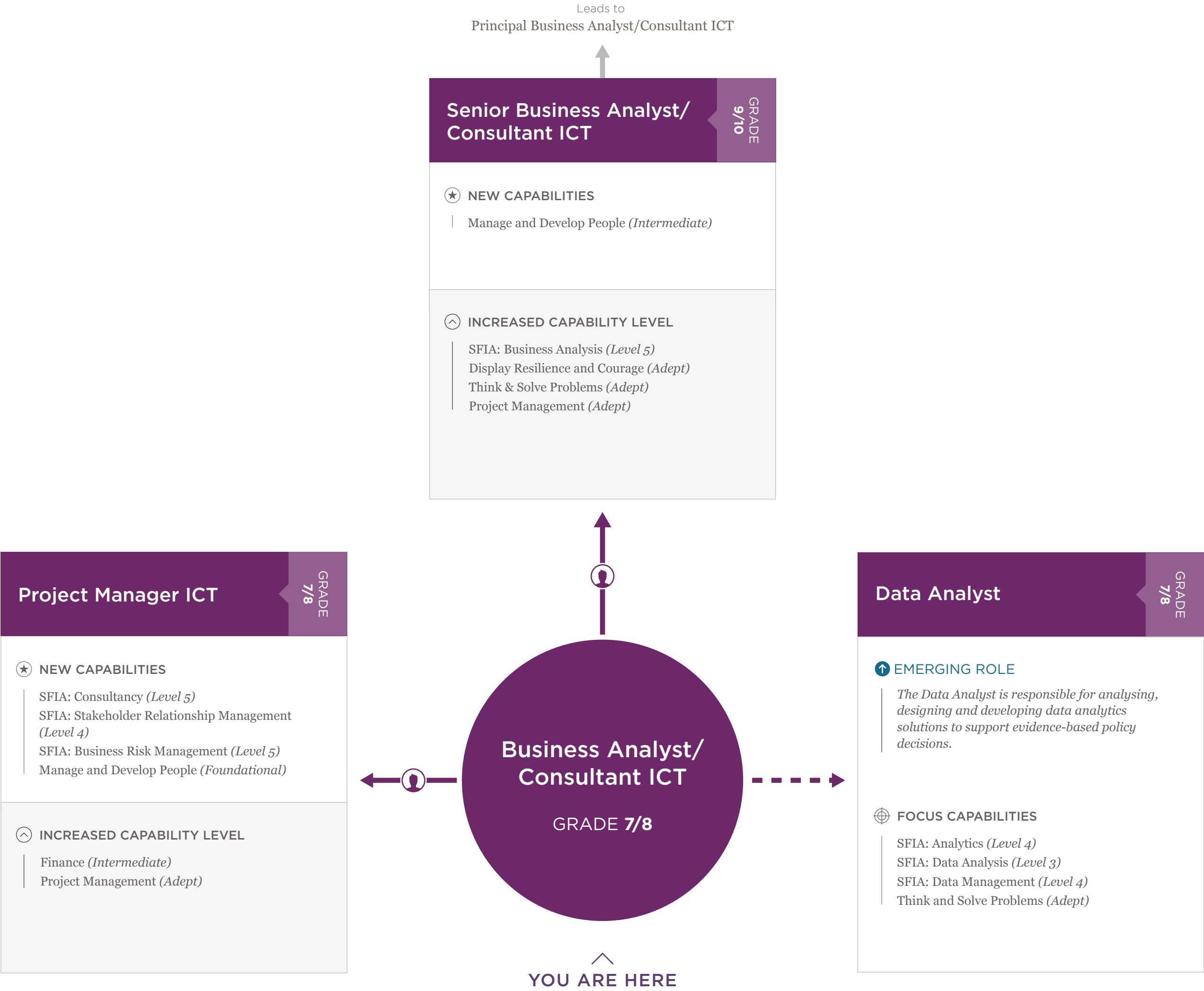
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THINKING AHEAD

People management will be an important consideration for your next career move. A focus on developing your problem solving skills will also be valuable, and you may wish to consider if you want to broaden your experience into an emerging data analytics field.

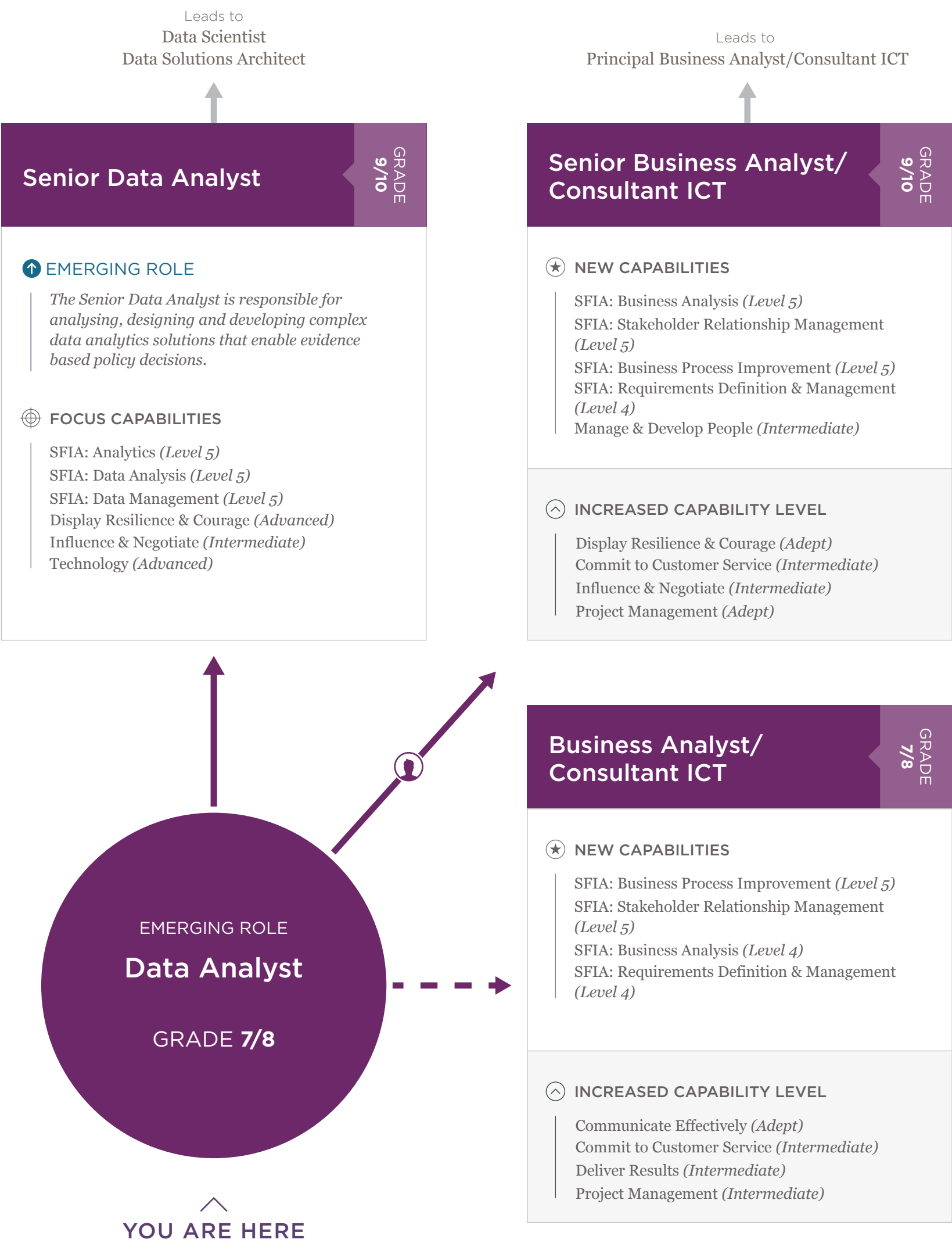
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THINKING AHEAD

Data analytics is an emerging field with a positive growth trajectory, however if you wish to broaden your experience you could consider focusing your development on stakeholder management, business analysis or people management.

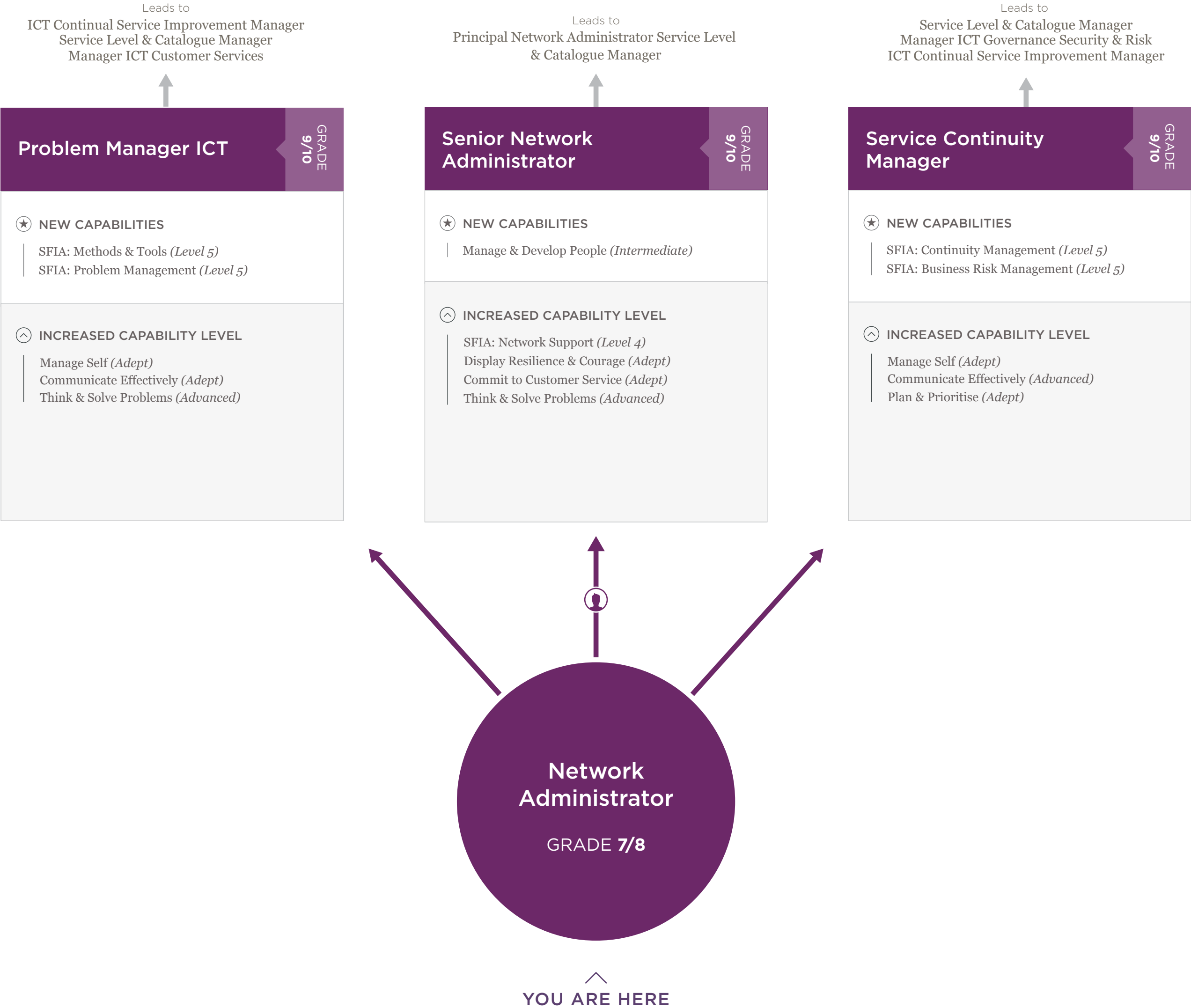
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THINKING AHEAD

People management will be an important consideration for your next career move. Building your problem solving and communication skills will also support you in future career moves.

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THINKING AHEAD

Your ability to influence and negotiate will be an important consideration for your future career moves.

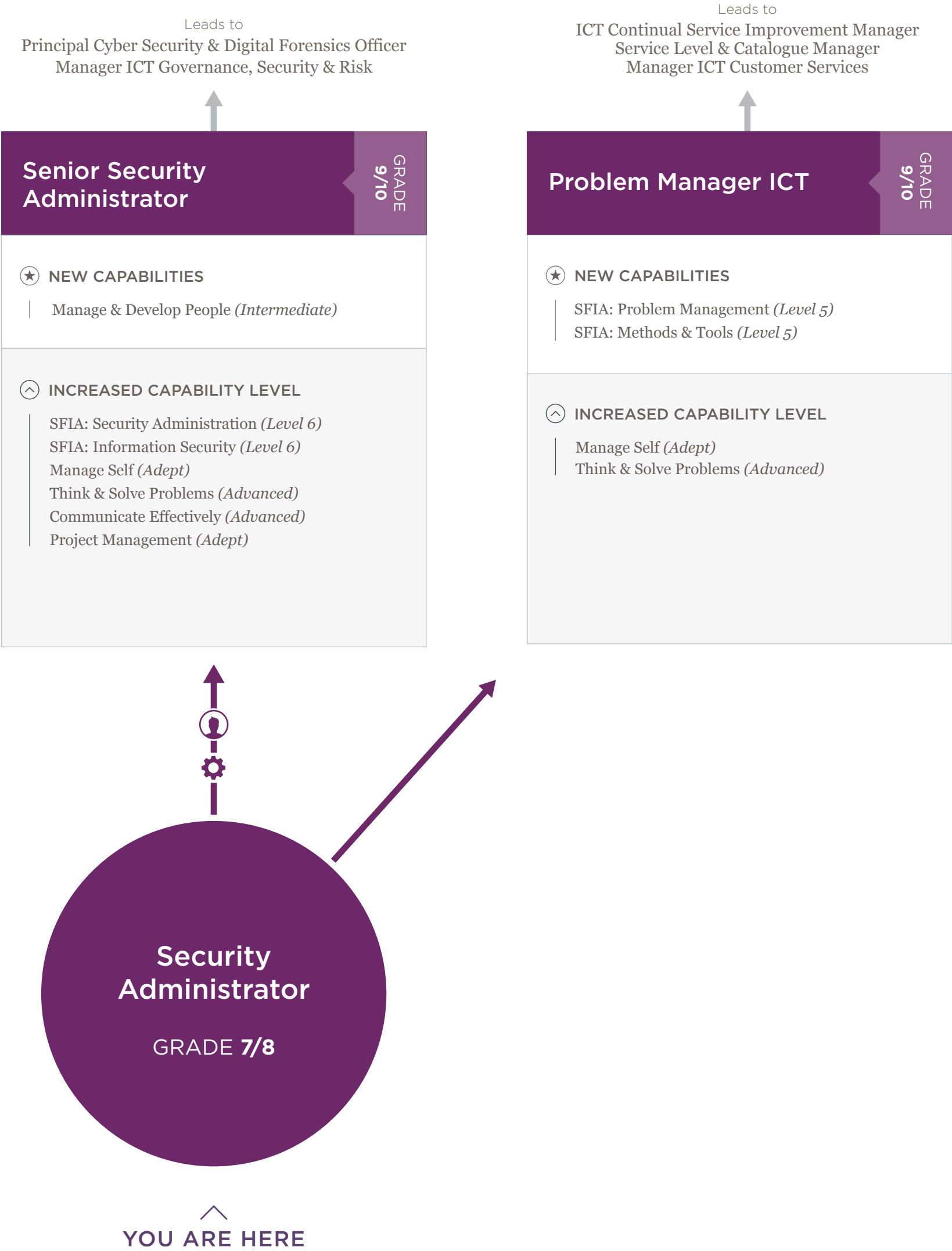
KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

In your next career move you should consider if you would like to deepen your expertise in information security or broaden your experience into service management. Excellent problem solving skills will be important for both roles.

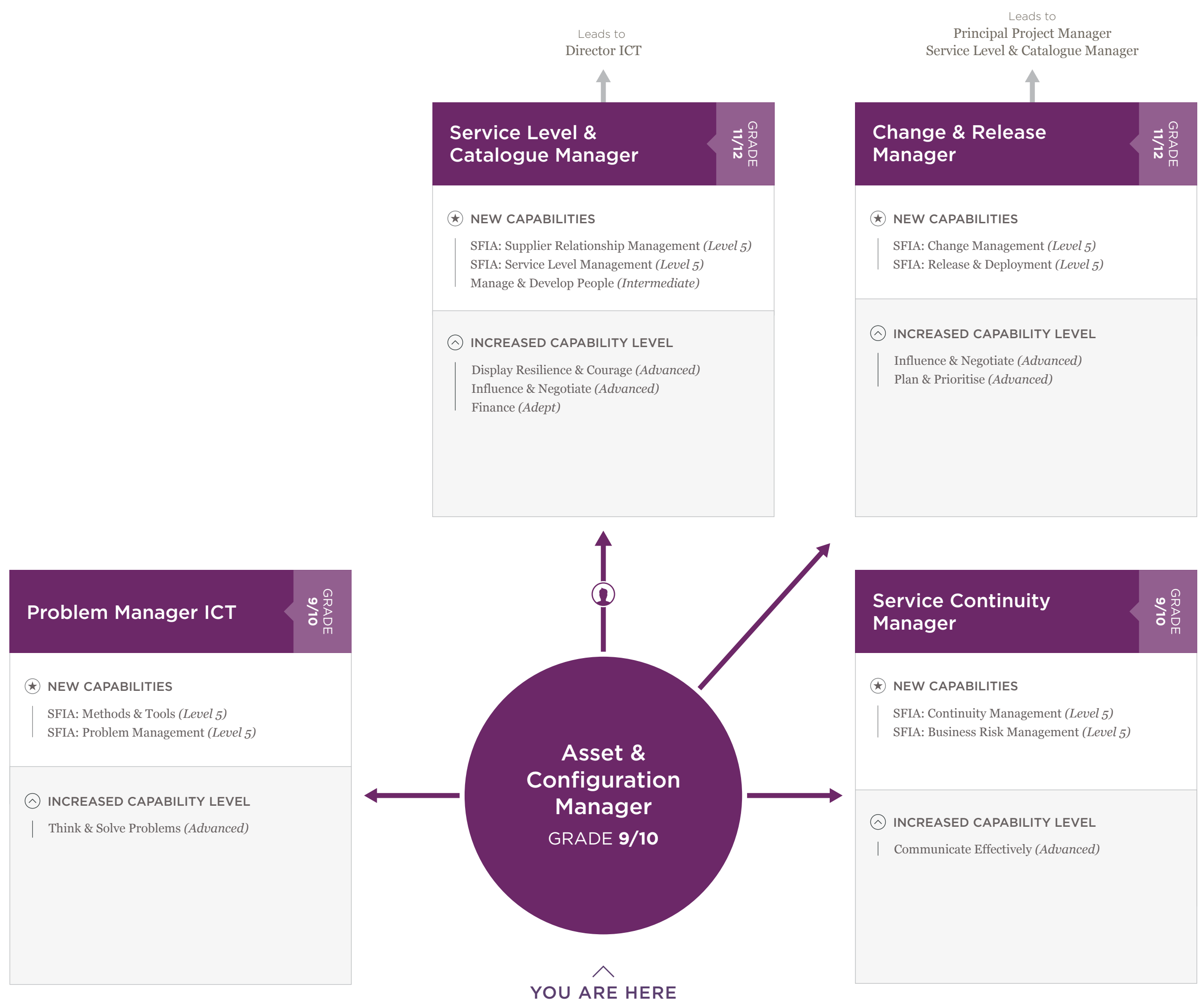
KEY

TRANSITION TYPES

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- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
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- Enterprise Governance



THINKING AHEAD

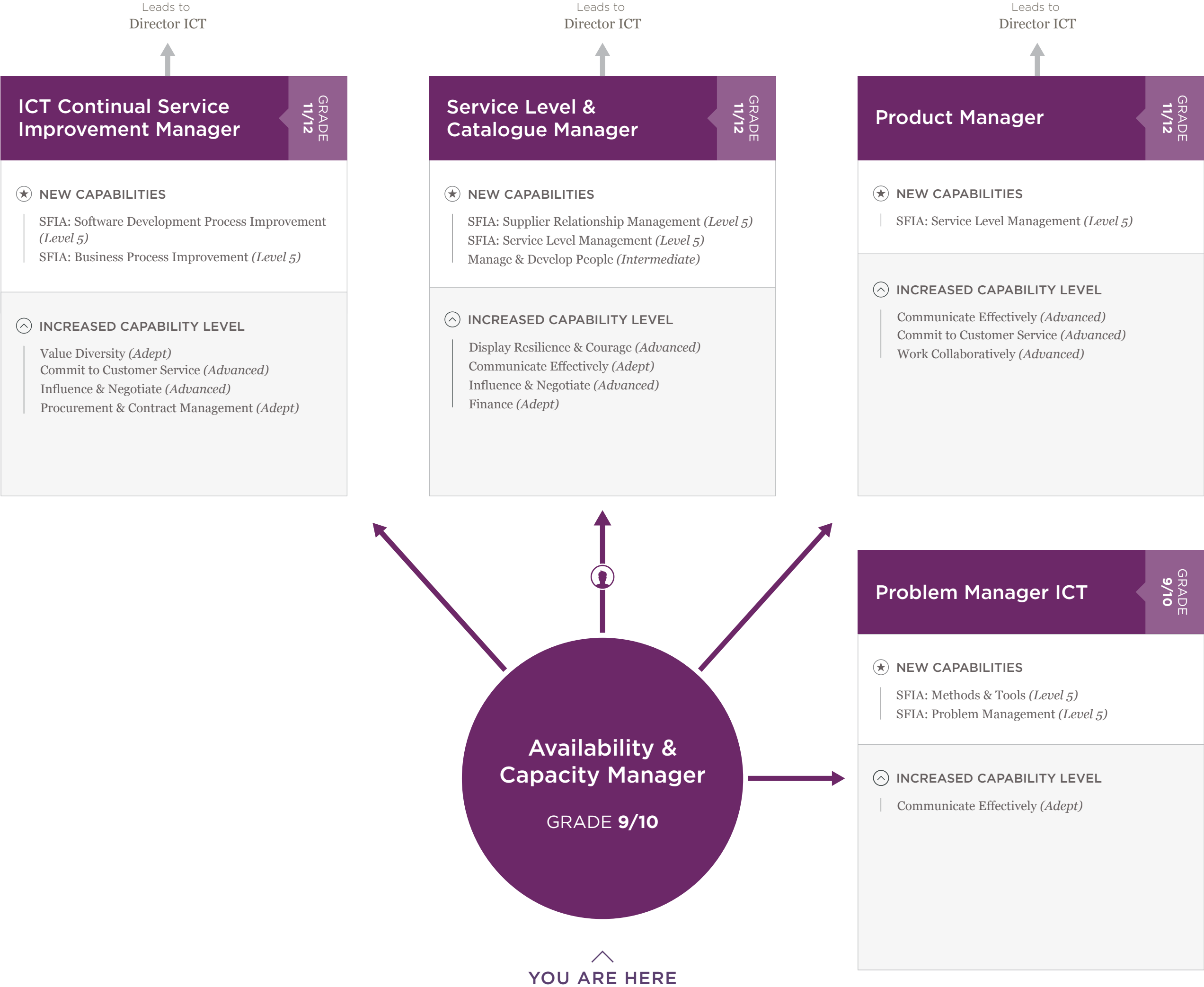
Developing your influencing and negotiating skills will be important as you step up in your career. If you're looking for stretch, you could consider whether you want to manage people or broaden your project management capabilities.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (Person Icon) People Management
- (Gear Icon) Specialist Pathway

- DOMAINS**
- Technology Services
 - Technology/Application Building
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 - Enterprise Governance



THINKING AHEAD

Managing service levels is an important skill to develop as you progress your career. Your ability to influence and negotiate, and demonstrate your commitment to customer service, will also support future career moves.

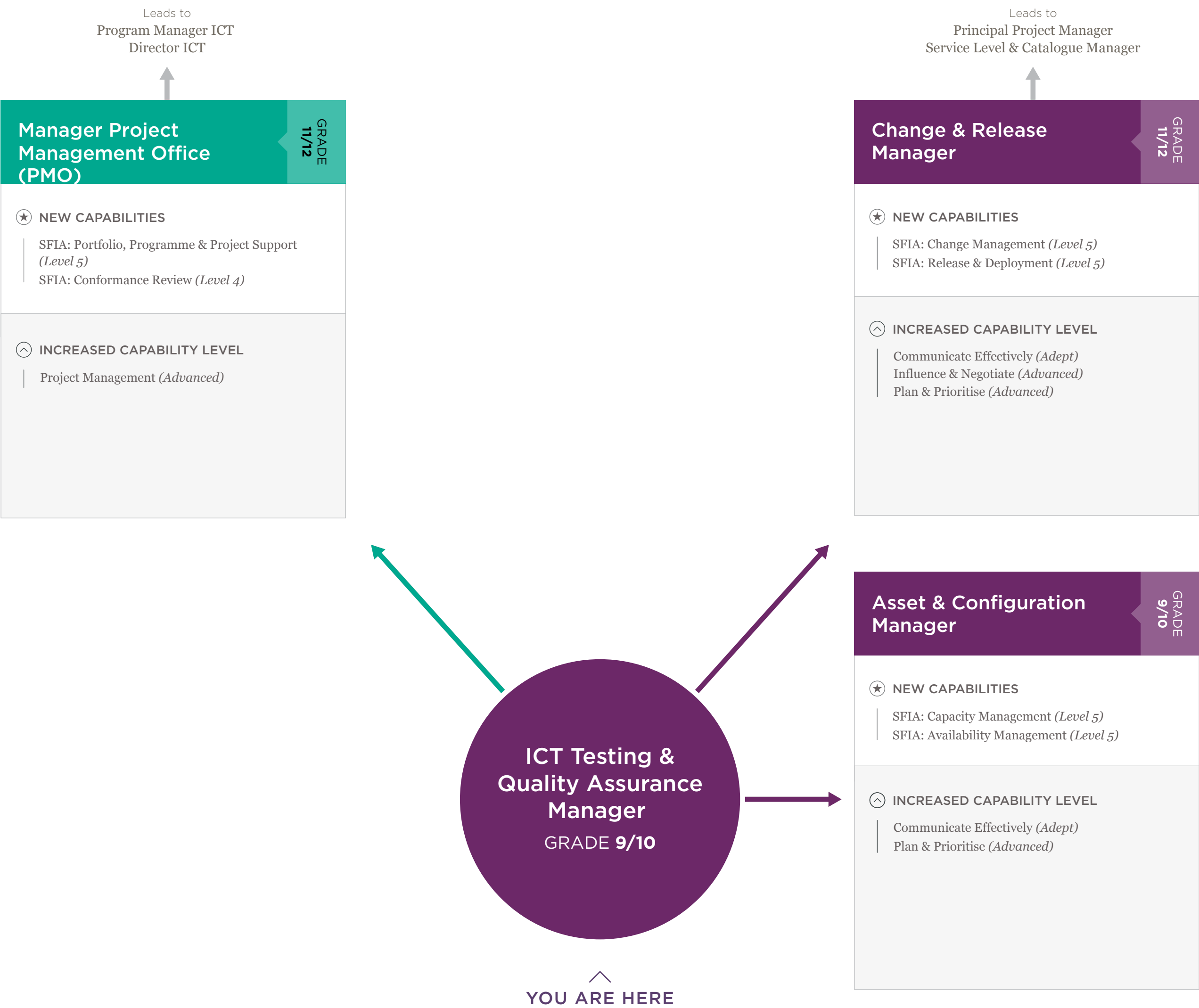
KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

To further your career, breadth is important. It's important to consider if you want to remain in an implementation role, or move into a governance role. Effectively planning, prioritising and communicating will be important in any move.

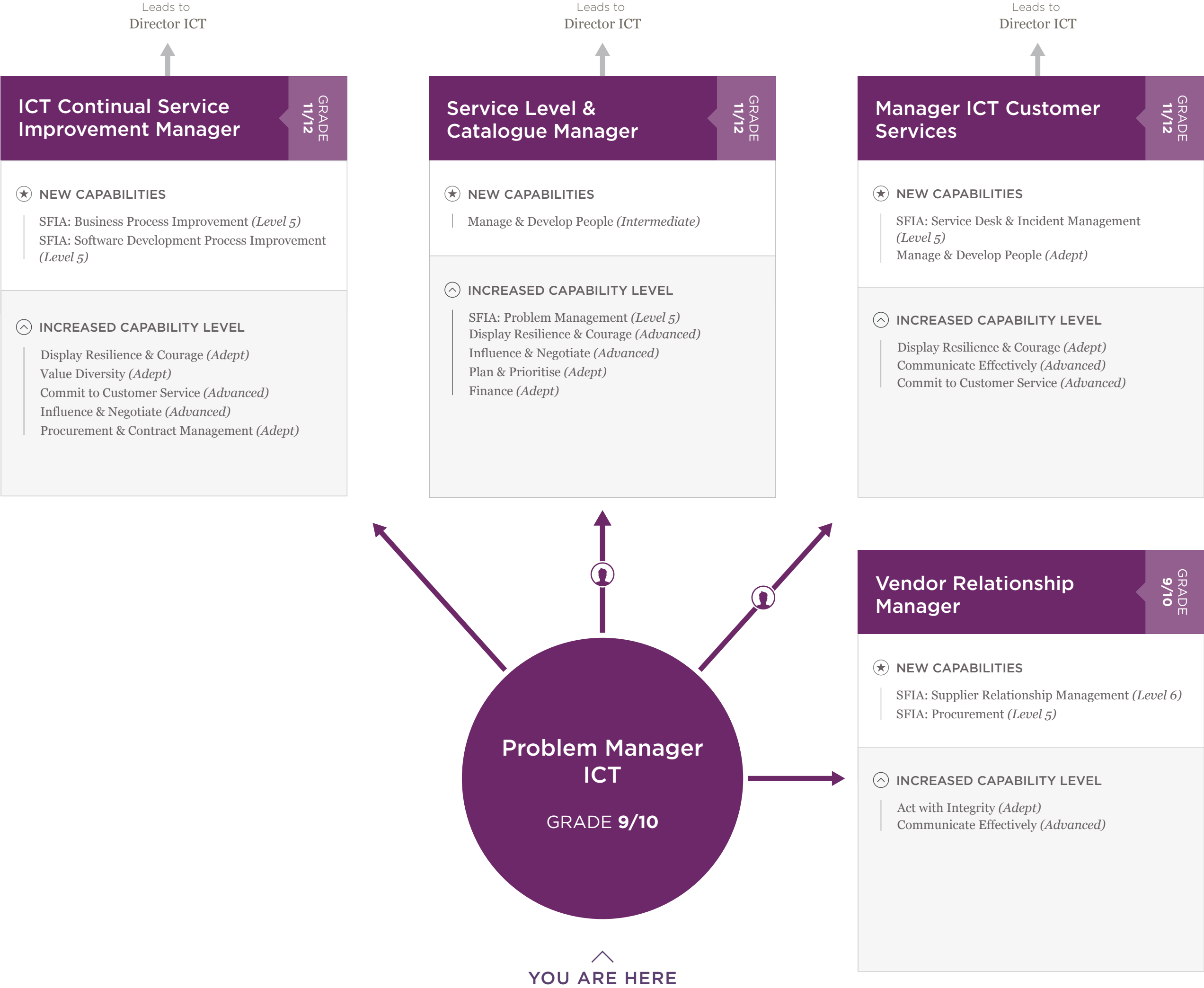
KEY

TRANSITION TYPES

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- More Complex Transition
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- Specialist Pathway

DOMAINS

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- Enterprise Governance



THINKING AHEAD

This is a highly mobile role. You may wish to consider if people management is for you to narrow options. Effective communication and customer service should also be considered in preparing for your next career move.

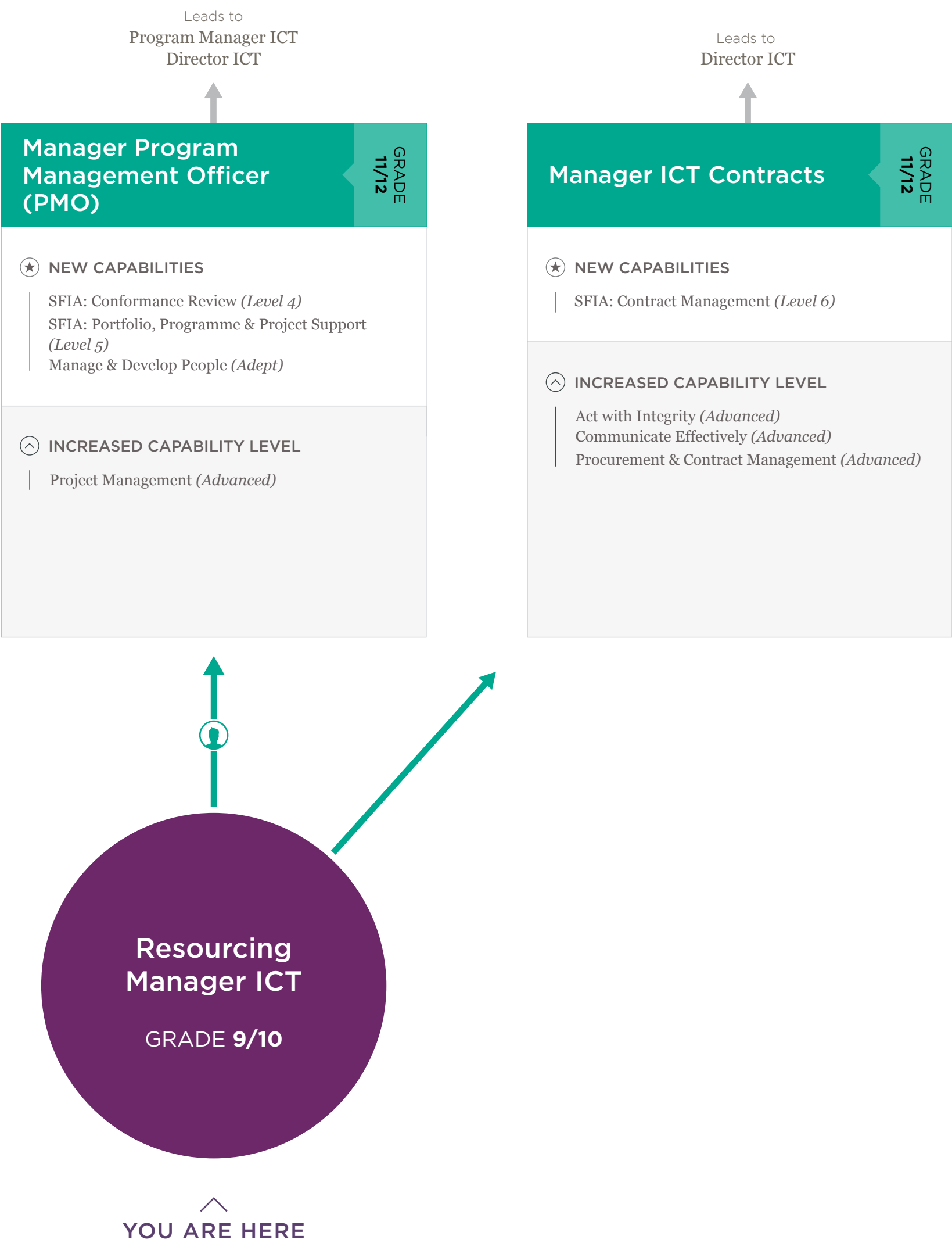
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TRANSITION TYPES

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- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

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- Enterprise Implementation
- Enterprise Governance



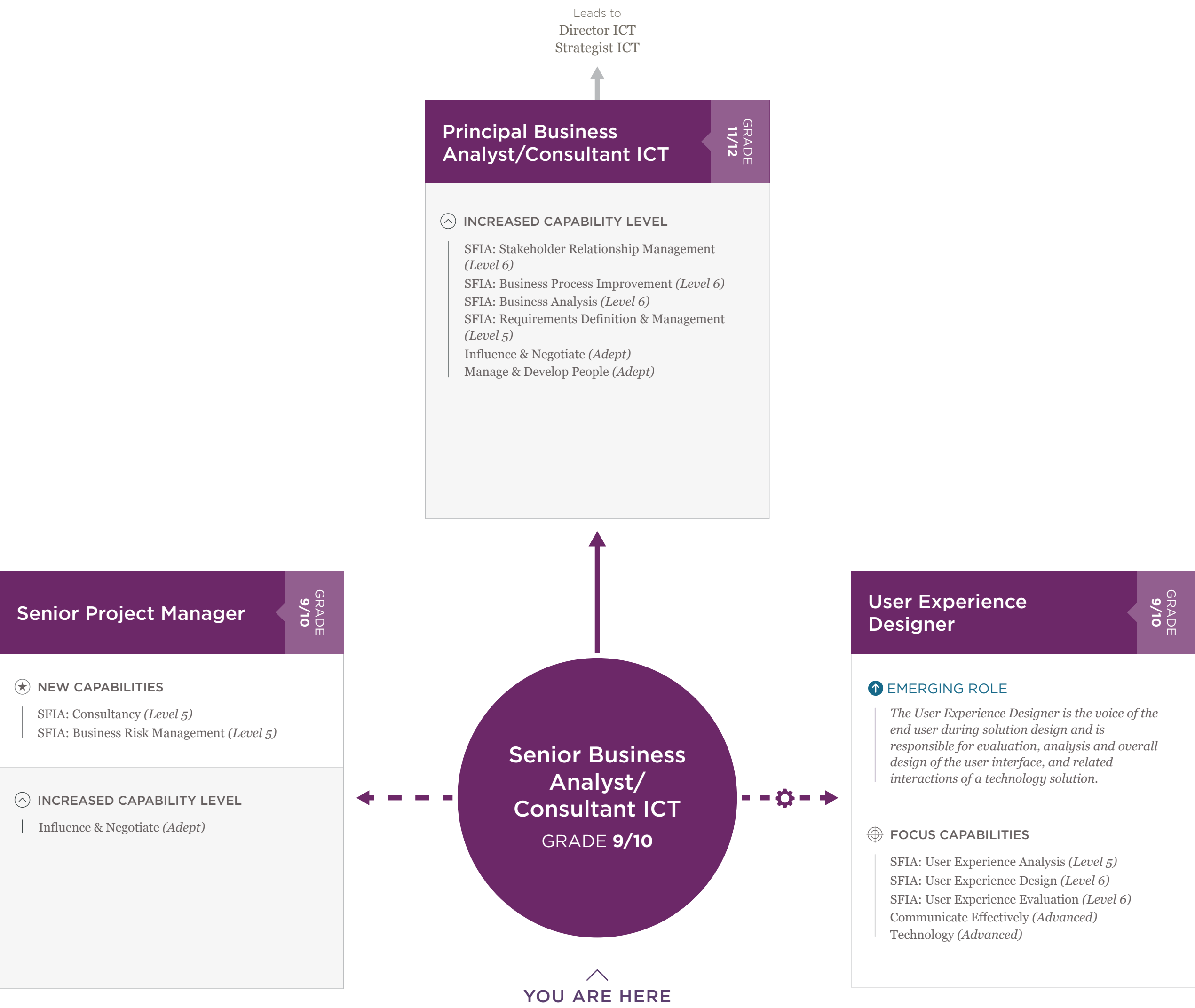
THINKING AHEAD

You should consider if you're interested in people management when assessing options for your next career move. If you're looking for stretch, you may wish to consider focusing your development on contract management.

KEY

- TRANSITION TYPES
- Transition
 - - - → More Complex Transition
 - People Management
 - Specialist Pathway

- DOMAINS
- Technology Services
 - Technology/Application Building
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 - Enterprise Governance



THINKING AHEAD

A focus on stakeholder management and business analysis could support your specialisation; however if you're looking to broaden your experience, consider focusing your development on consultancy, risk or user experience.

KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance

GRADE 9/10

Information Architect

★ NEW CAPABILITIES

SFIA: Information Management (Level 5)
SFIA: Enterprise & Business Architecture Development (Level 5)

⤴ INCREASED CAPABILITY LEVEL

Manage Self (Adept)
Communicate Effectively (Advanced)
Plan & Prioritise (Adept)

GRADE 11/12

Data Solutions Architect

⬆ EMERGING ROLE

The Data Solutions Architect is responsible for conceptualisation, design, implementation and ongoing improvements of data analytics solutions that enable evidence based decision making.

🎯 FOCUS CAPABILITIES

SFIA: Information Management (Level 7)
SFIA: Consultancy (Level 6)
SFIA: Solution Architect (Level 6)
SFIA: Analytics (Level 7)
Influence and Negotiate (Adept)

GRADE 11/12

Data Scientist

⬆ EMERGING ROLE

The Data Scientist is responsible for supporting evidence based policy decisions by harnessing analytical insights from varied sources of data and information. This is an inter-disciplinary role with a strong quantitative research focus to look at past and current data to predict potential future outcomes and innovations in service delivery.

🎯 FOCUS CAPABILITIES

SFIA: Information Management (Level 7)
SFIA: Research (Level 5)
SFIA: Analytics (Level 7)
Influence and Negotiate (Adept)

GRADE 9/10

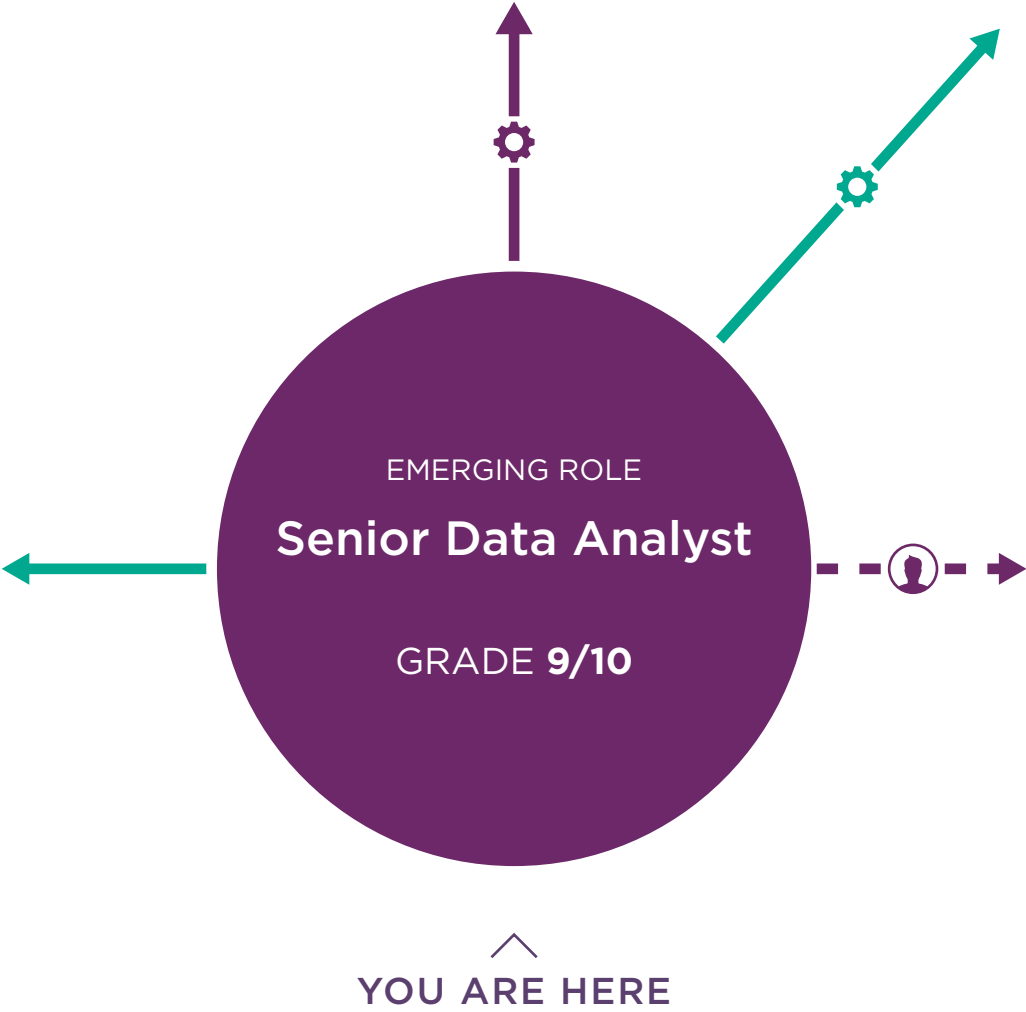
Senior Business Analyst/Consultant

★ NEW CAPABILITIES

SFIA: Business Analysis (Level 5)
SFIA: Stakeholder Relationship Management (Level 5)
SFIA: Business Process Improvement (Level 5)
SFIA: Requirements Definition & Management (Level 4)
Manage & Develop People (Intermediate)

⤴ INCREASED CAPABILITY LEVEL

Commit to Customer Service (Intermediate)
Project Management (Adept)



THINKING AHEAD

As an emerging area, you have a number of opportunities to consider for future career moves. A deep expertise in analytics and information management will help you specialise and your ability to influence and negotiate will also be important.

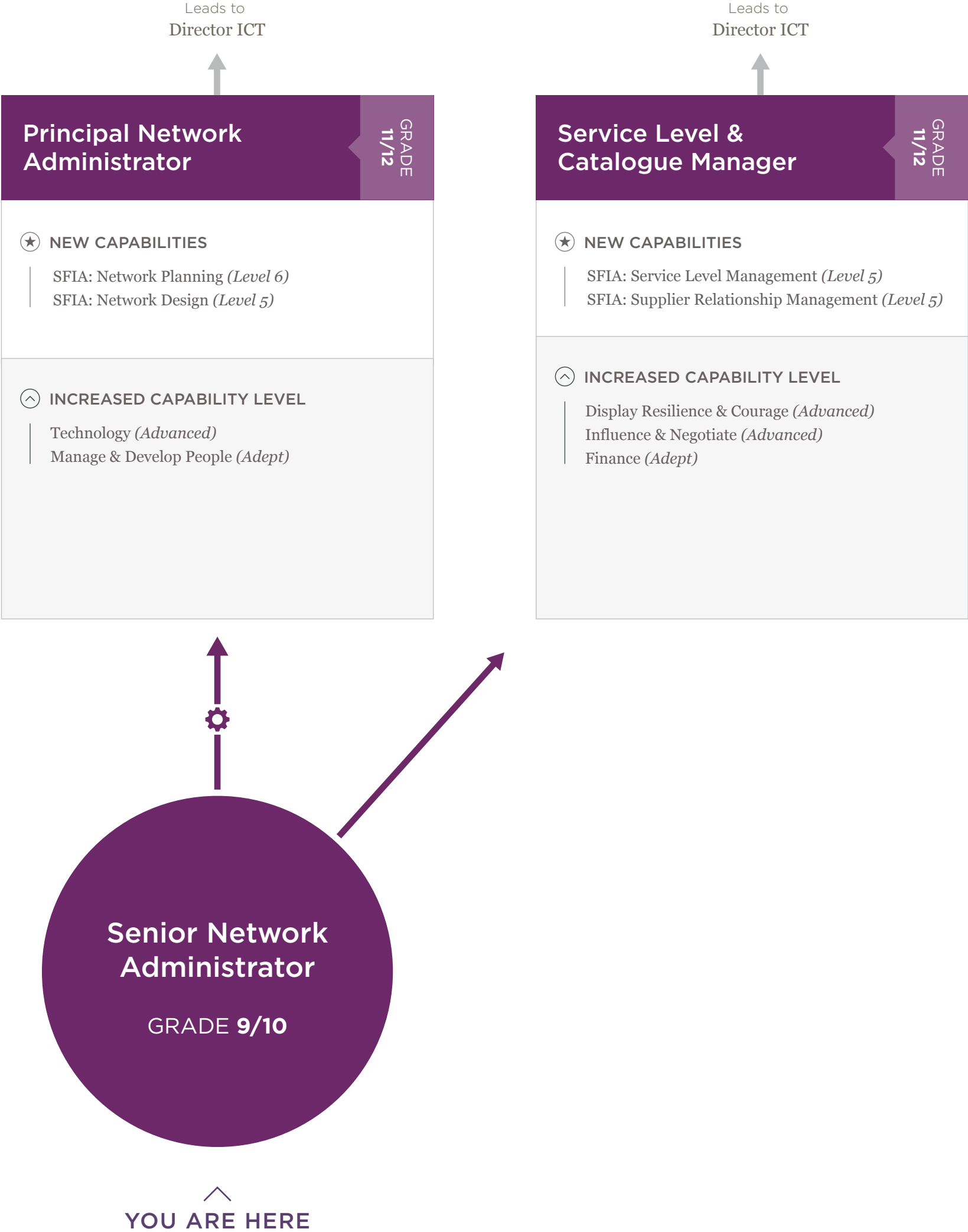
KEY

TRANSITION TYPES

- Transition
- - - - - More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

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- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

If you're looking for breadth and stretch, consider focusing your development on service level management and supplier relationship management.

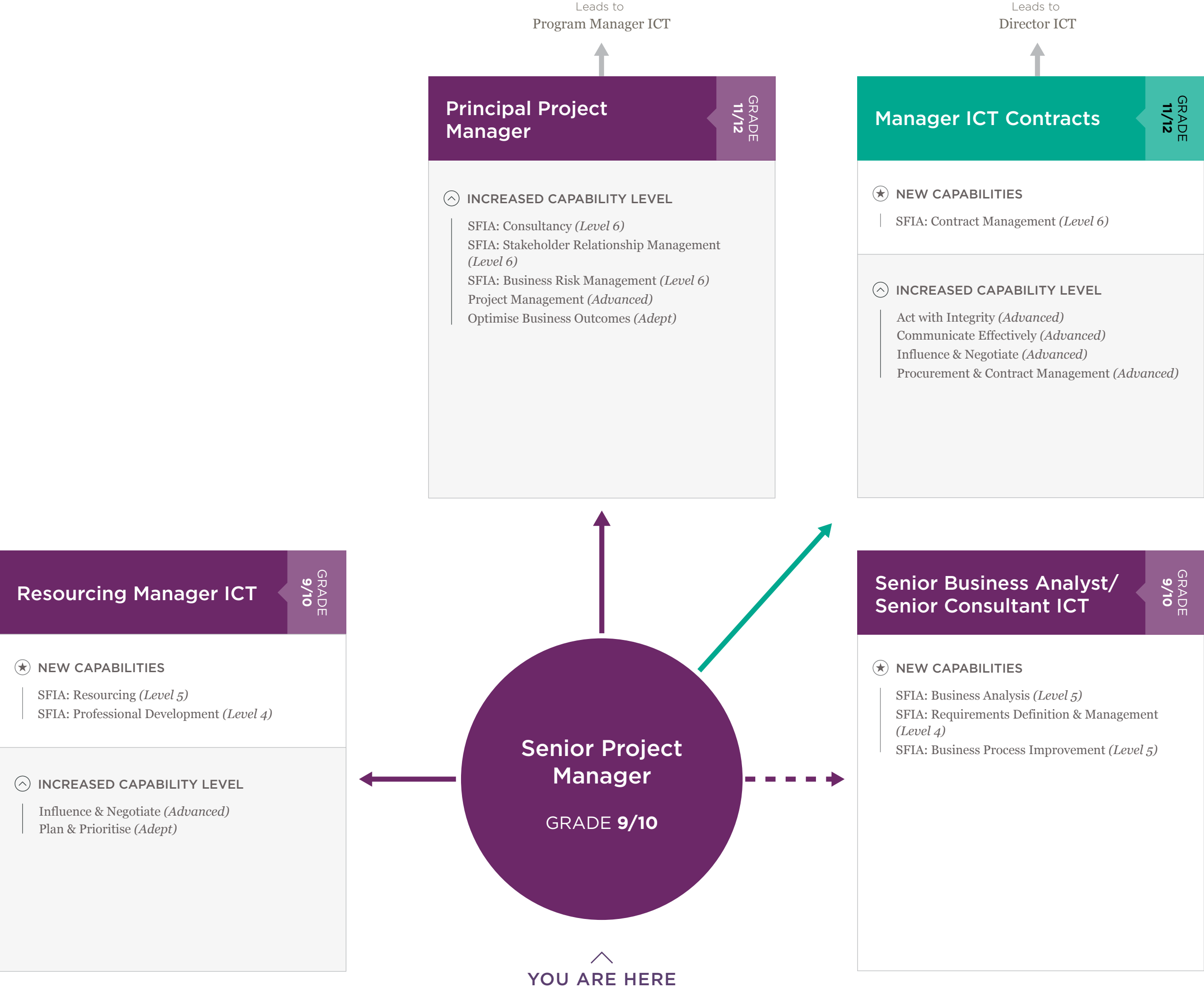
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

You should consider focusing your development on influence and negotiation to support your next career move. If you're look to stretch yourself, you may consider focusing your development on contract management to move into a governance role.

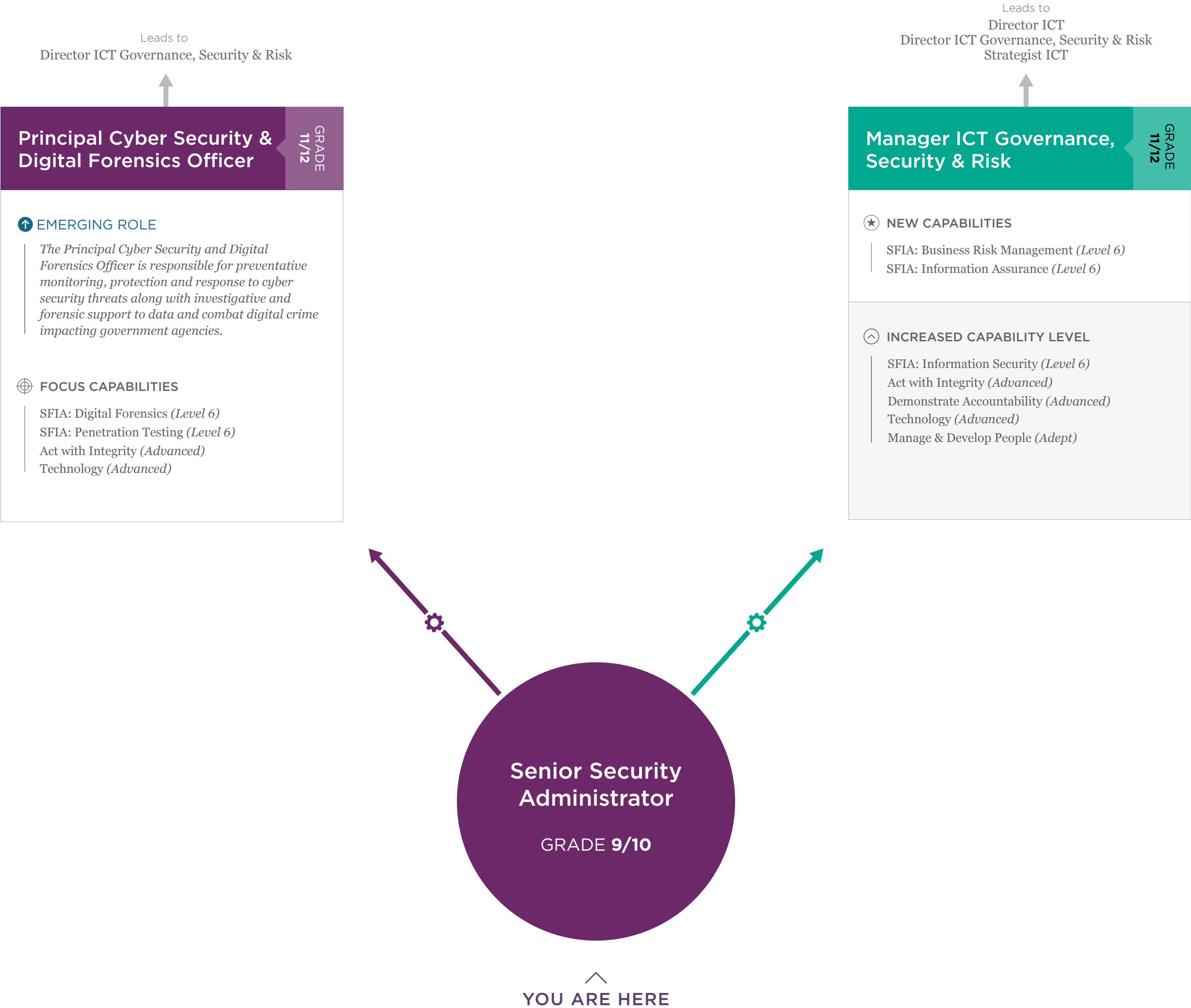
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
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- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

To further your career, breadth is important. Your knowledge and experience in information security will be important for future career moves. Digital forensics is an emerging area you could consider.

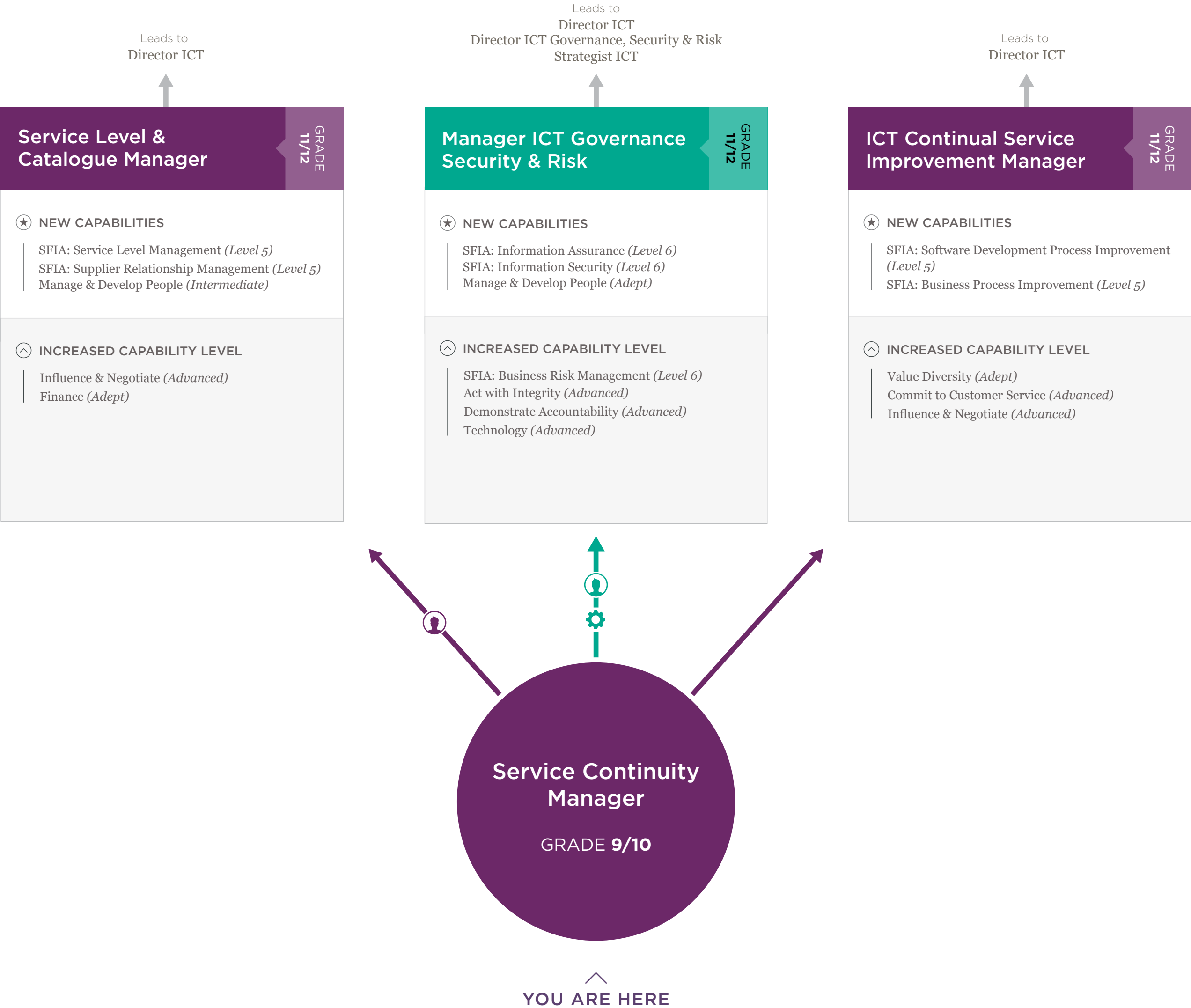
KEY

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- More Complex Transition
- People Management
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DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

People management and your ability to influence and negotiate will be important considerations for your next career move. You may also consider if you would like to specialise or if you want to broaden your experience within service management.

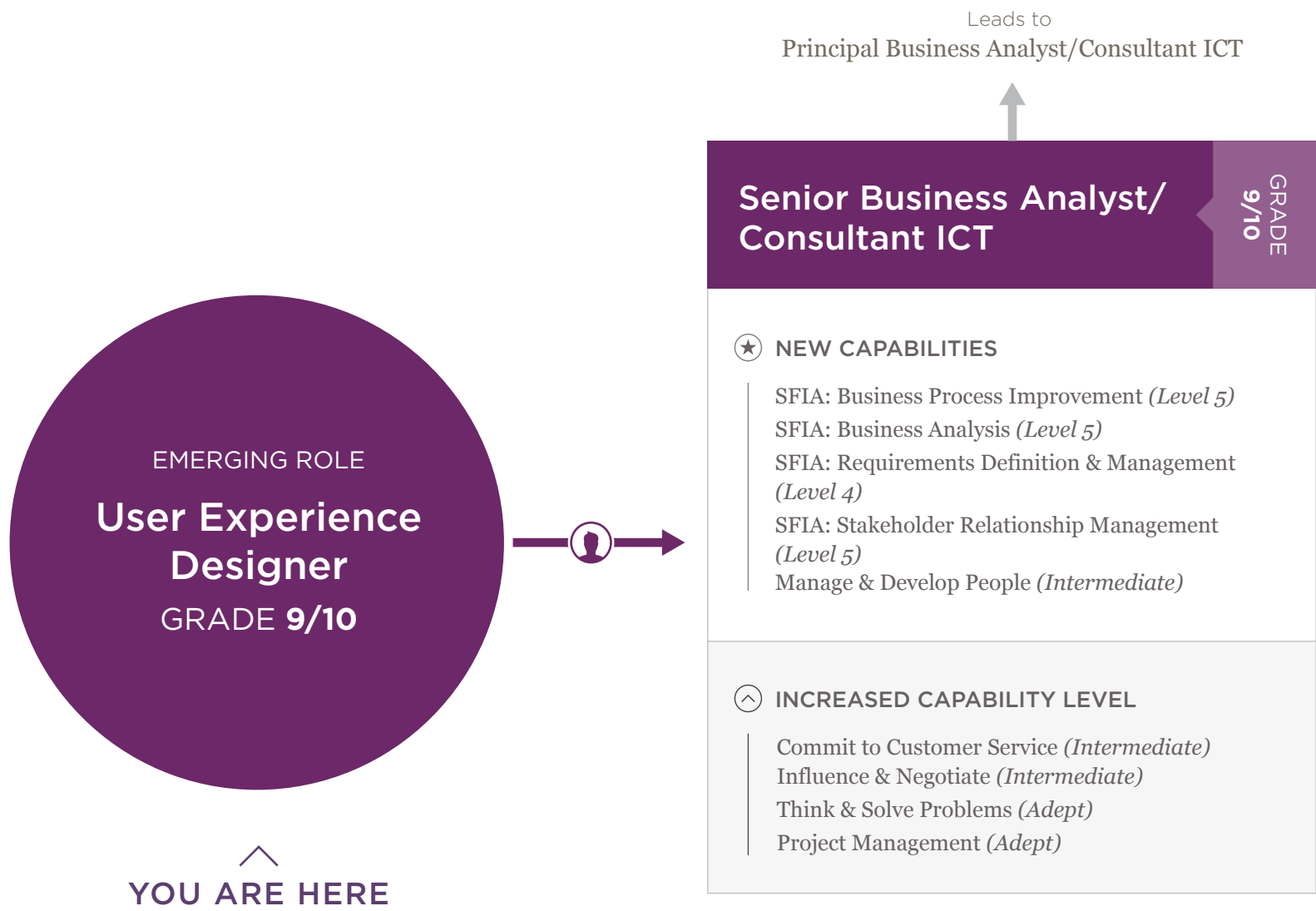
KEY

TRANSITION TYPES

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- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
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- Enterprise Governance



THINKING AHEAD

To further your career, breadth is important. People management will be an important consideration for your next career move. Business analysis and stakeholder management could be valuable development focuses to support your next move.

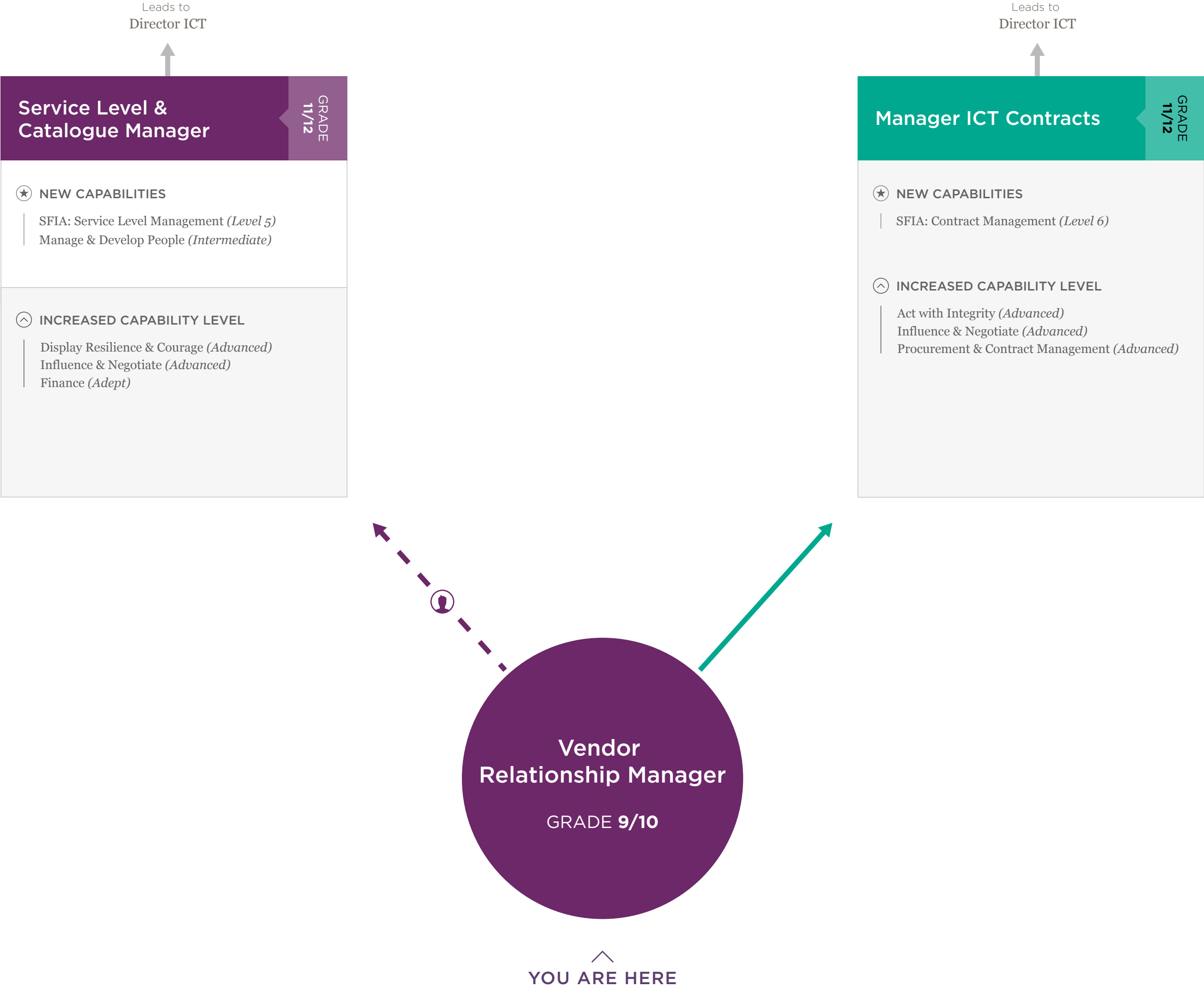
KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Breadth of experience and capability is important to progress your career. People management should be an important consideration; and a focus on contract management could help you move into the Enterprise Implementation domain.

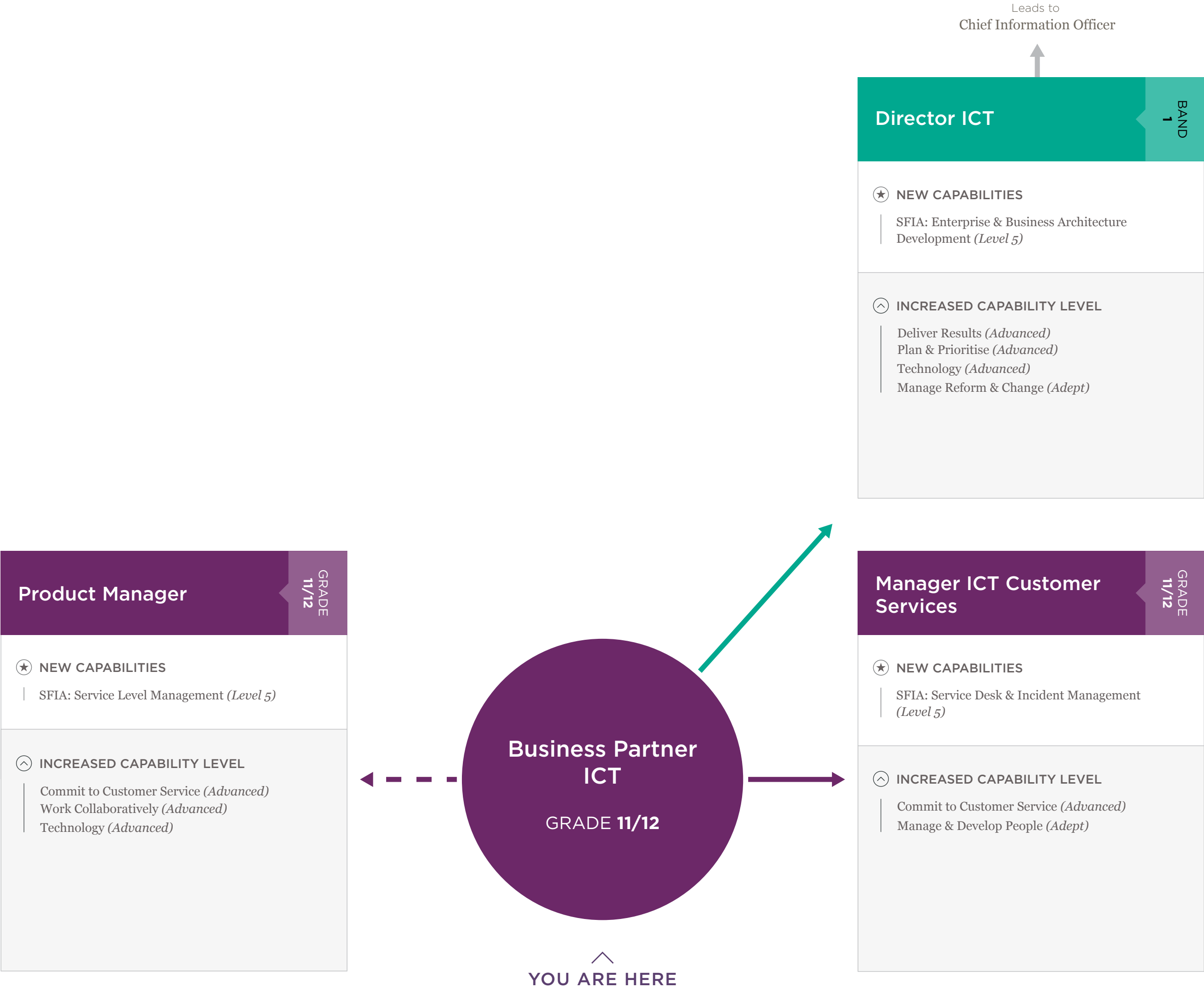
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
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- Enterprise Governance



THINKING AHEAD

A commitment to customer service is an important consideration if you want to broaden your experience. If you're looking to stretch yourself, you should consider developing your knowledge and capability in enterprise architecture.

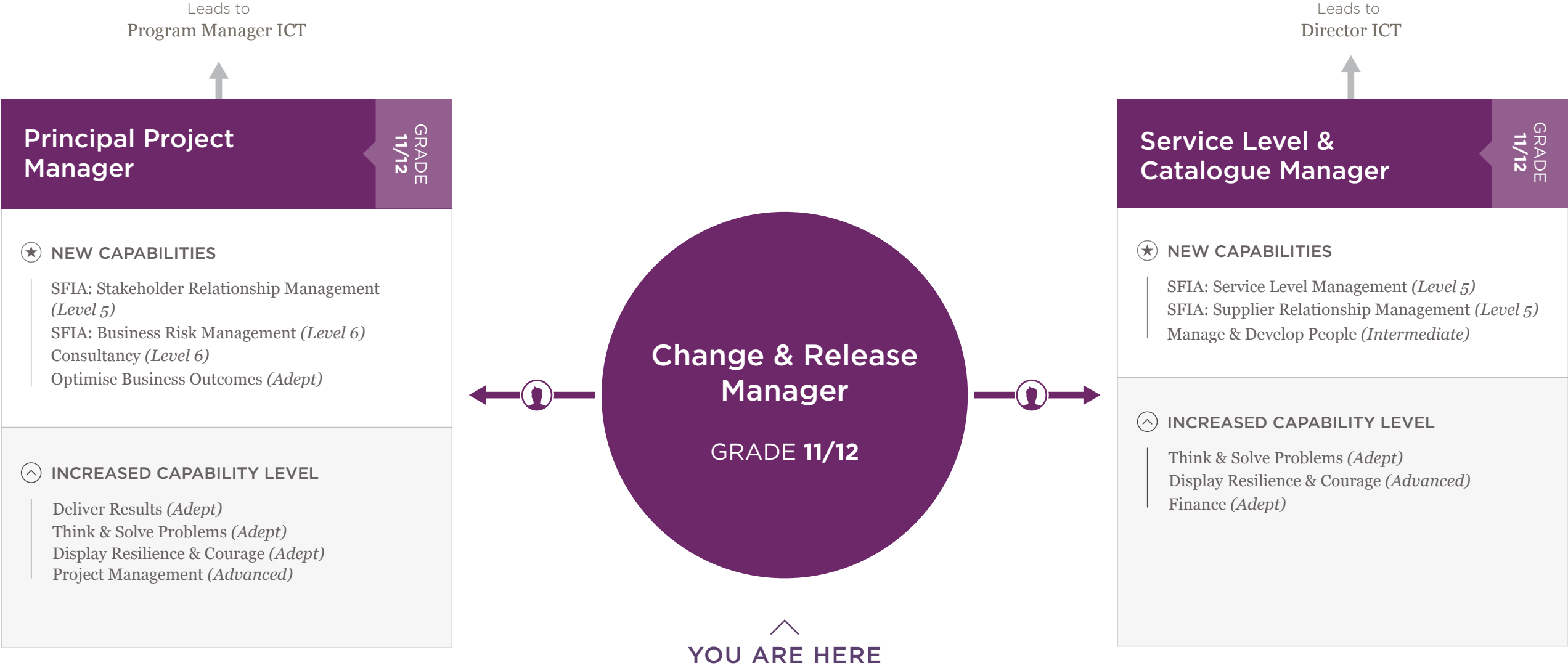
KEY

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- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

To further your career, breadth is important. A move to service management is one consideration; and developing your people and relationship management skills will be important for future career moves.

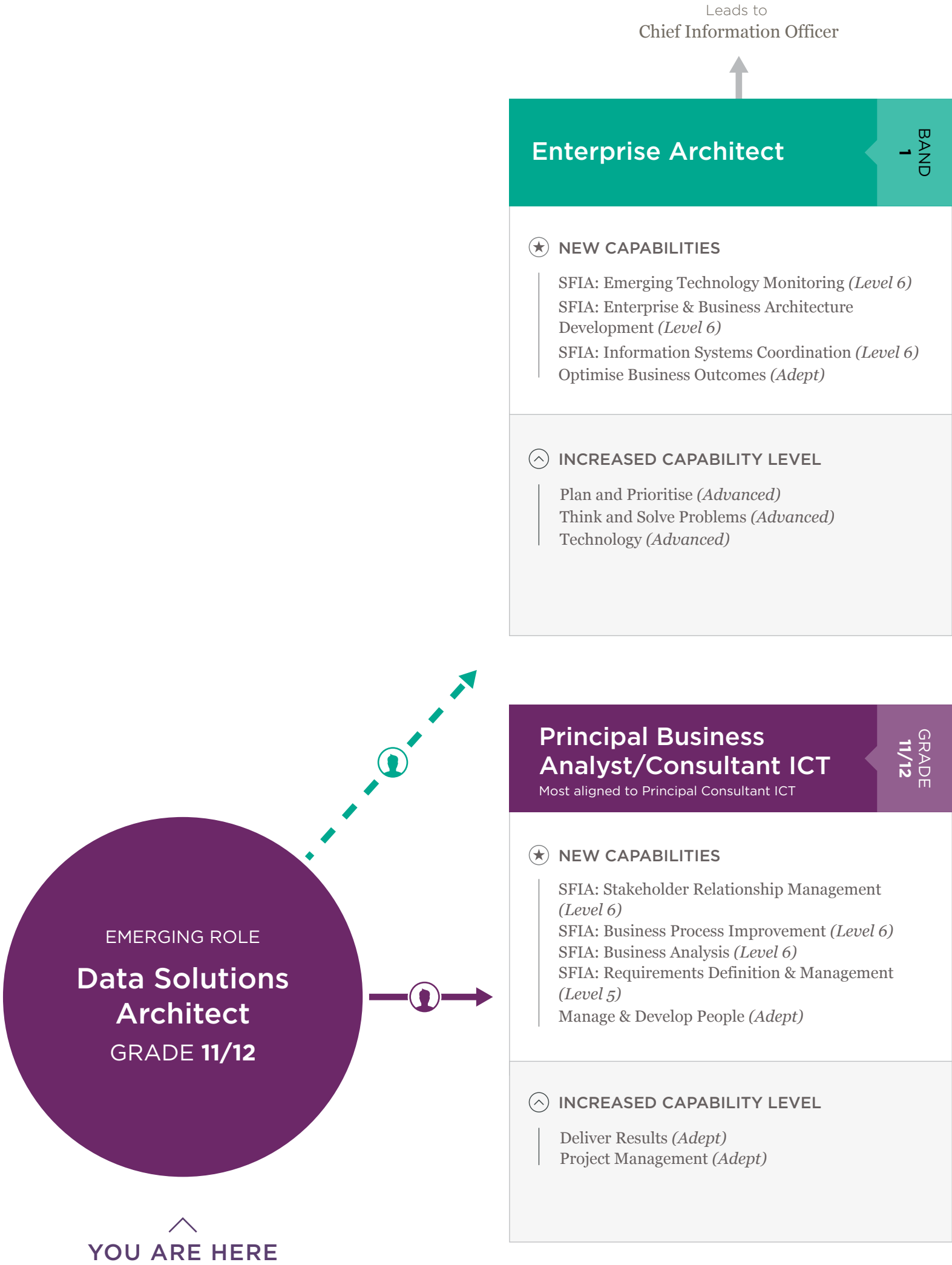
KEY

TRANSITION TYPES

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- People Management
- Specialist Pathway

DOMAINS

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- Technology/Application Building
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- Enterprise Governance



THINKING AHEAD

Breadth and people management are important considerations as your progress your career. You should consider developing your business analysis and process improvement skills if you're looking for breadth, or enterprise architecture skills if you want to be stretched.

KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
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DOMAINS

- Technology Services
- Technology/Application Building
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- Enterprise Governance

Service Level & Catalogue Manager

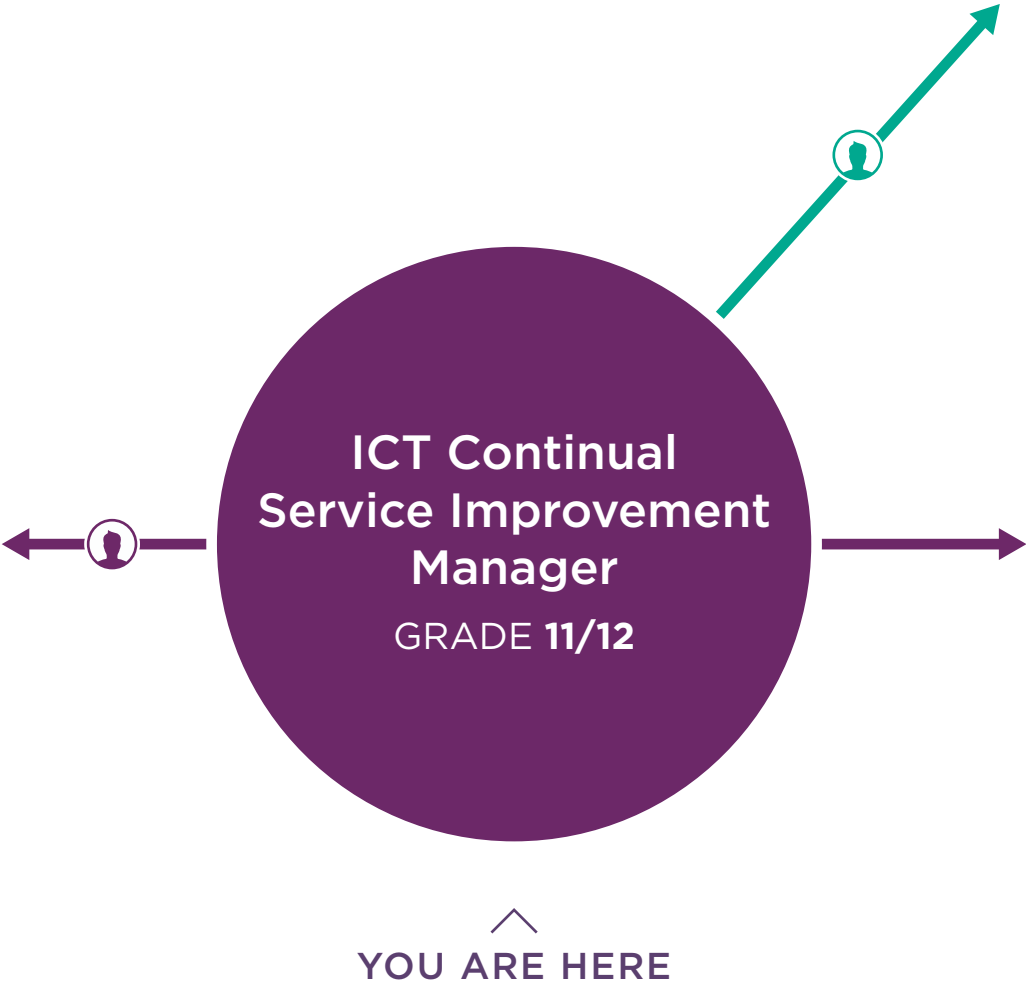
GRADE 11/12

★ NEW CAPABILITIES

SFIA: Service Level Management *(Level 5)*
SFIA: Supplier Relationship Management *(Level 5)*
Manage & Develop People *(Intermediate)*

⤴ INCREASED CAPABILITY LEVEL

Display Resilience & Courage *(Advanced)*
Finance *(Adept)*



Director ICT

BAND 1

★ NEW CAPABILITIES

SFIA: Stakeholder Relationship Management *(Level 6)*
SFIA: Enterprise & Business Architecture Development *(Level 5)*
Manage Reform & Change *(Adept)*

⤴ INCREASED CAPABILITY LEVEL

Display Resilience & Courage *(Advanced)*
Deliver Results *(Advanced)*
Plan & Prioritise *(Advanced)*
Technology *(Advanced)*

Service Architect

GRADE 11/12

⬆ EMERGING ROLE

The Service Architect is responsible for the conceptualisation, integration and orchestration of various services into a coherent operational solution to be used by the stakeholder agency to meet its organisational objectives.

🎯 FOCUS CAPABILITIES

SFIA: Business Analysis *(Level 5)*
SFIA: Sourcing *(Level 5)*
SFIA: Service Level Management *(Level 6)*
SFIA: Solution Architecture *(Level 6)*
Technology *(Advanced)*

Leads to
Chief Information Officer

THINKING AHEAD

Developing your people management and stakeholder relationship skills will be important considerations for future career moves.

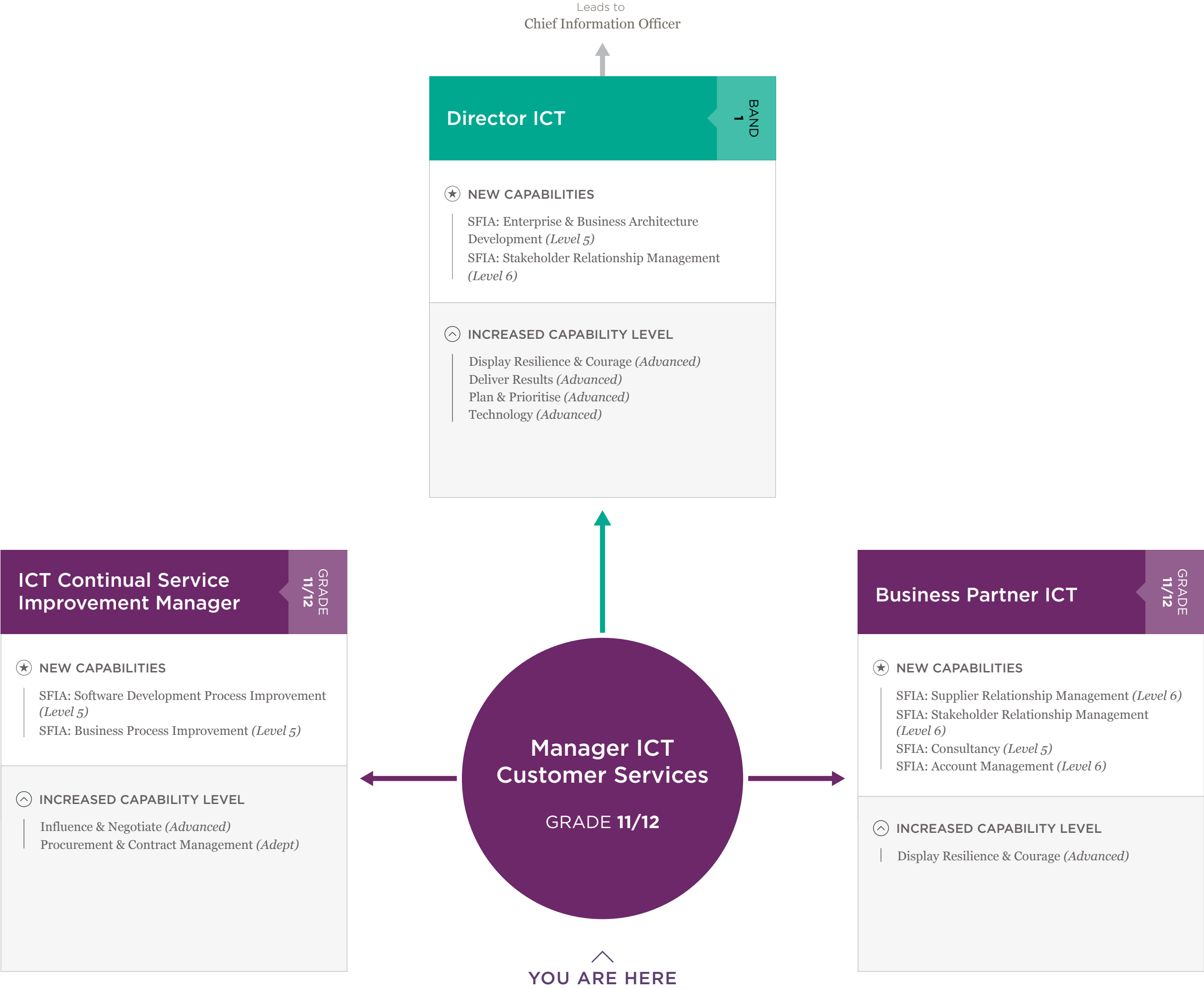
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
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- Enterprise Governance



THINKING AHEAD

Your ability to be resilient and show courage is important as you progress your career. A move towards Business Partner or Director will require effective stakeholder management. Process skills will be an important consideration for a service improvement

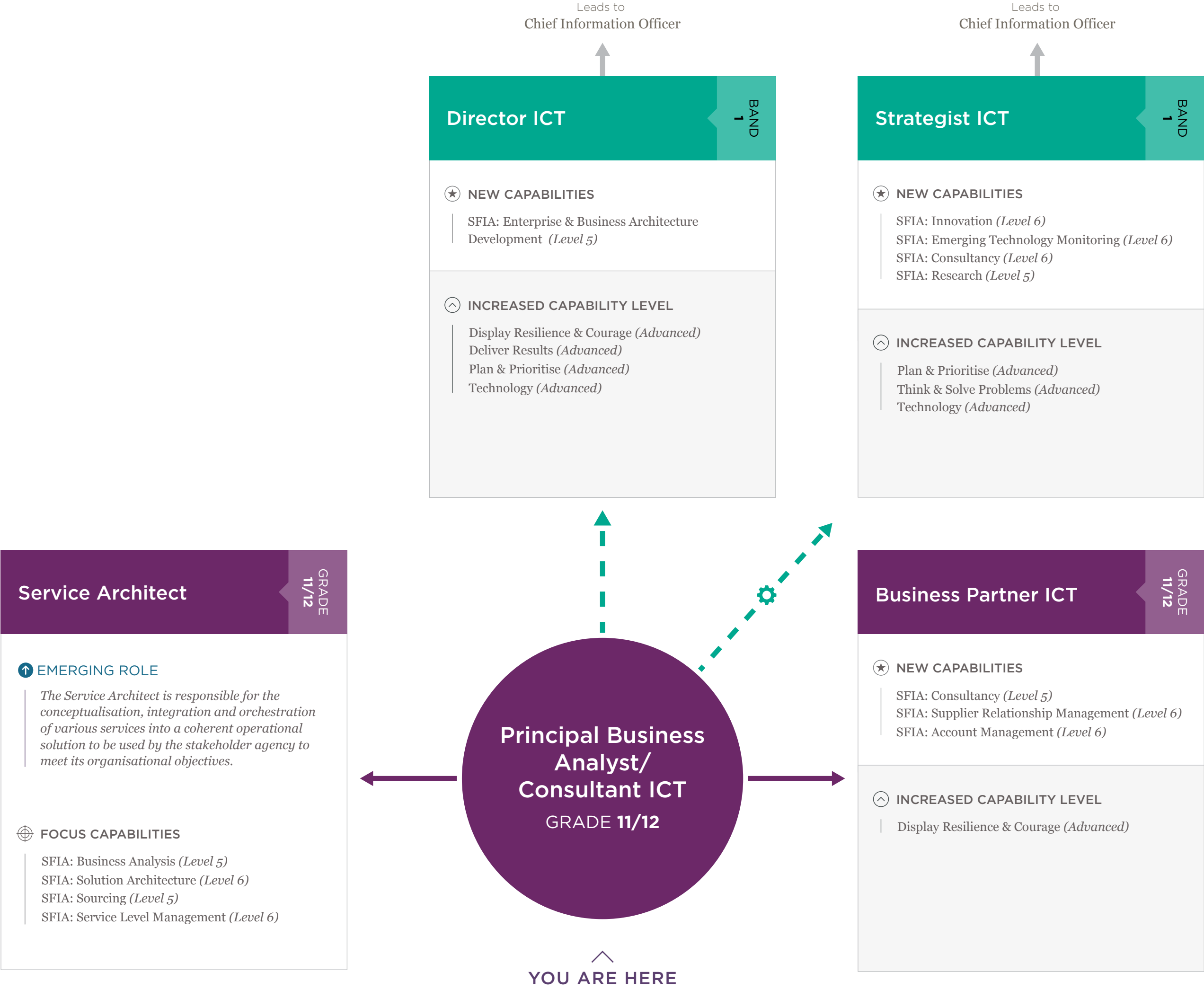
KEY

TRANSITION TYPES

- Transition
- More Complex Transition
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DOMAINS

- Technology Services
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- Enterprise Governance



THINKING AHEAD

If you are looking to stretch yourself, you should consider focusing your development around effectively planning and prioritising to deliver business outcomes, and an advanced understanding and application of existing and emerging technologies.

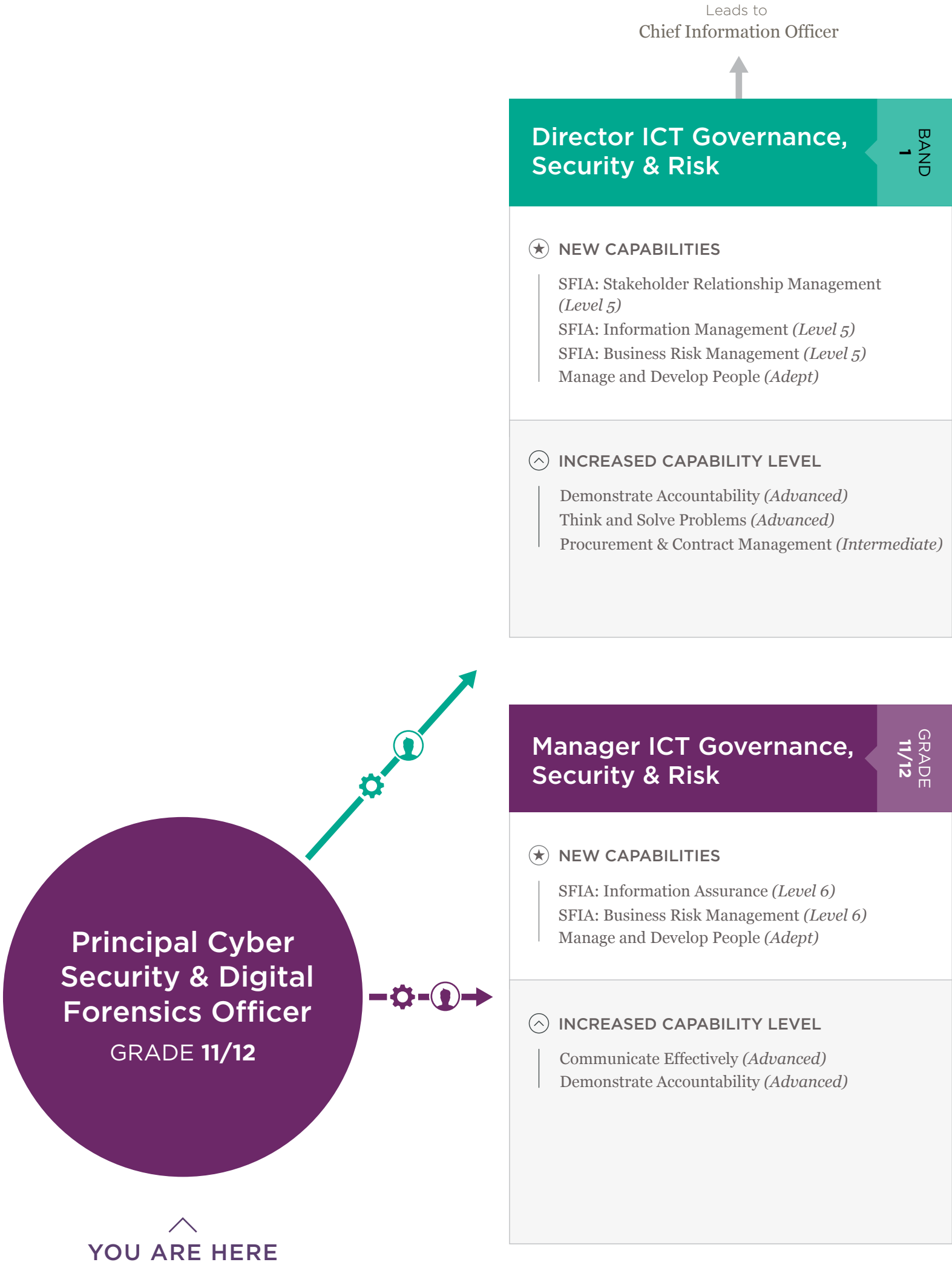
KEY

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DOMAINS

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- Enterprise Governance



THINKING AHEAD

Your ability to design, develop and effectively monitor accountability against business outcomes, and your ability to manage people are both important development considerations for your next career move.

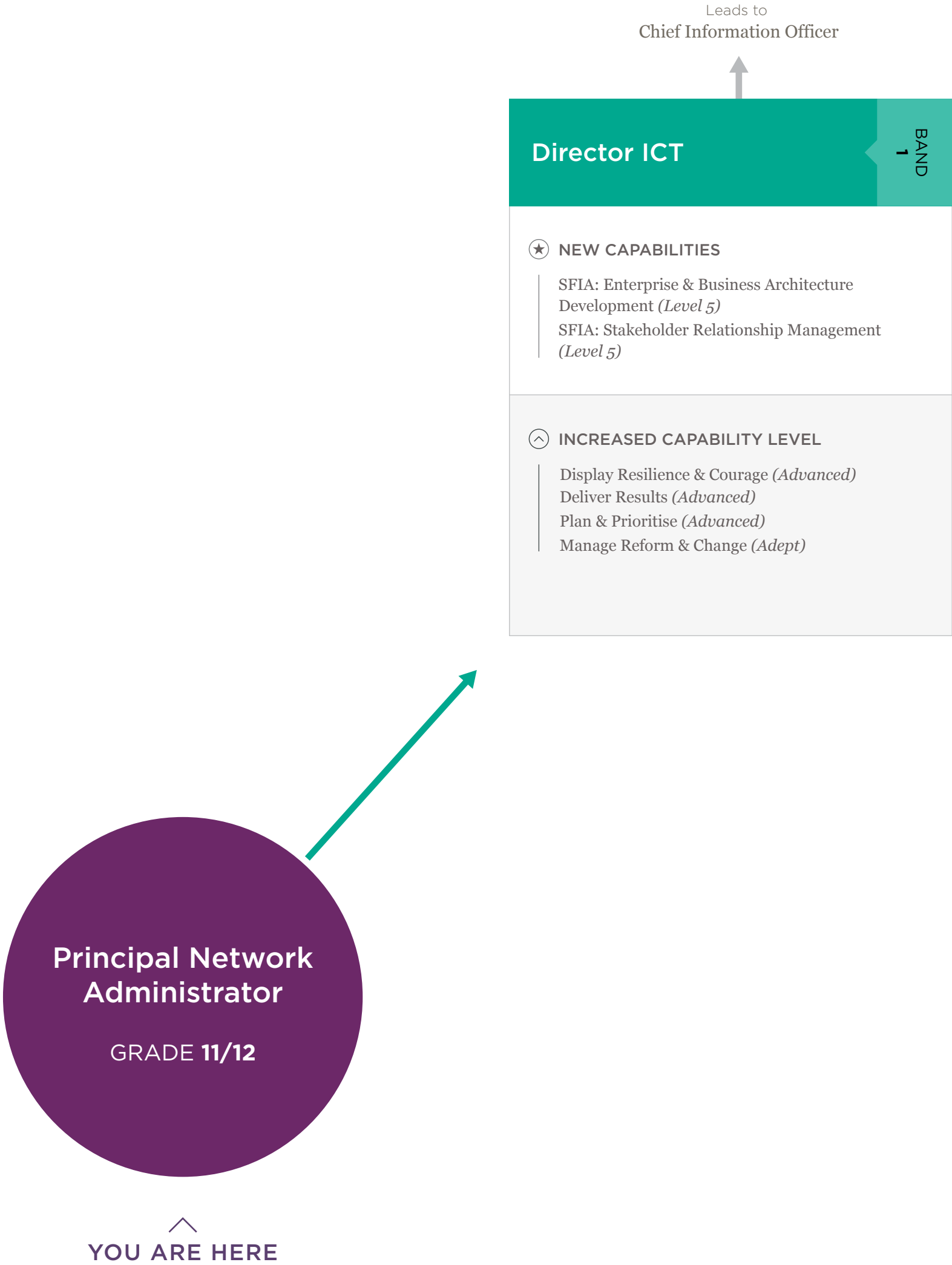
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Given the specialist nature of your role, you may wish to consider cross-sector moves depending on context. Broadening your capability in stakeholder engagement and enterprise architecture development will be important for a move to a Director role.

KEY

- TRANSITION TYPES**
- Transition
 - More Complex Transition
 - People Management
 - Specialist Pathway

- DOMAINS**
- Technology Services
 - Technology/Application Building
 - Enterprise Implementation
 - Enterprise Governance

Principal Business Analyst/Consultant ICT

Principal Consultant ICT

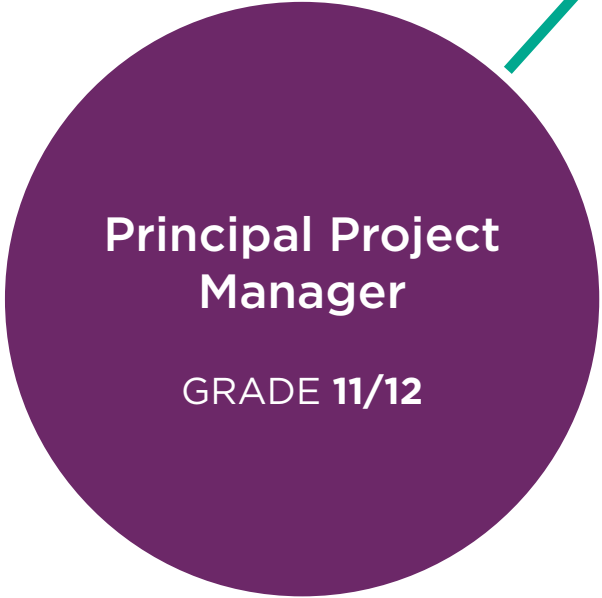
GRADE 11/12

NEW CAPABILITIES

SFIA: Business Analysis (Level 6)

SFIA: Requirements Definition & Management (Level 5)

SFIA: Business Process Improvement (Level 6)



Program Manager ICT - Director Consulting & Project Management

BAND 1

NEW CAPABILITIES

SFIA: Benefits Management (Level 6)

SFIA: Program Management (Level 6)

SFIA: Change Implementation Planning & Management (Level 6)

INCREASED CAPABILITY LEVEL

Display Resilience & Courage (Advanced)

Influence & Negotiate (Advanced)

Deliver Results (Advanced)

Finance (Adept)

Optimise Business Outcomes (Adept)

Manager Program Management Office (PMO)

GRADE 11/12

NEW CAPABILITIES

SFIA: Conformance Review (Level 4)

SFIA: Portfolio, Programme & Project Support (Level 5)

INCREASED CAPABILITY LEVEL

Work Collaboratively (Adept)

Leads to
Director ICT
Strategist ICT

THINKING AHEAD

At this point in your career, you may wish to consider extending your experience into program management, or you may wish to consider broadening your experience into business analysis and process improvement.

KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
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DOMAINS

- Technology Services
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THINKING AHEAD

Developing your people management and stakeholder engagement capability will be important considerations for your next career move. Developing resilience and courage also becomes more important as you progress your career.

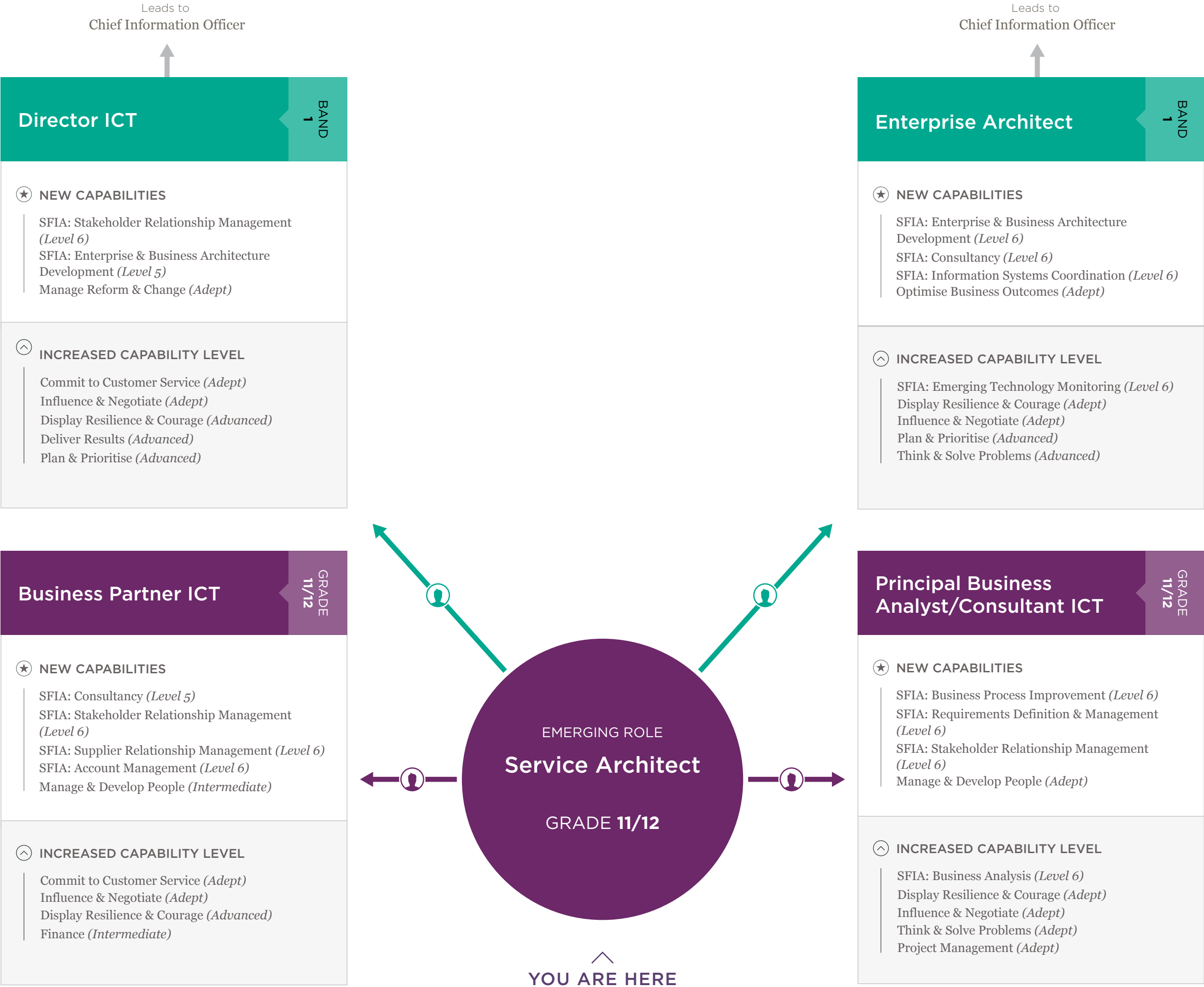
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Whether you want to broaden your experience in an implementation role or stretch yourself through a move to a governance role, developing your relationship and people management skills will be critical to future career moves.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
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DOMAINS

- Technology Services
- Technology/Application Building
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- Enterprise Governance



THINKING AHEAD

Demonstrating your ability to effectively engage stakeholders (including customers, vendors and/or sector stakeholders) will be important considerations for your next career move.

KEY

TRANSITION TYPES

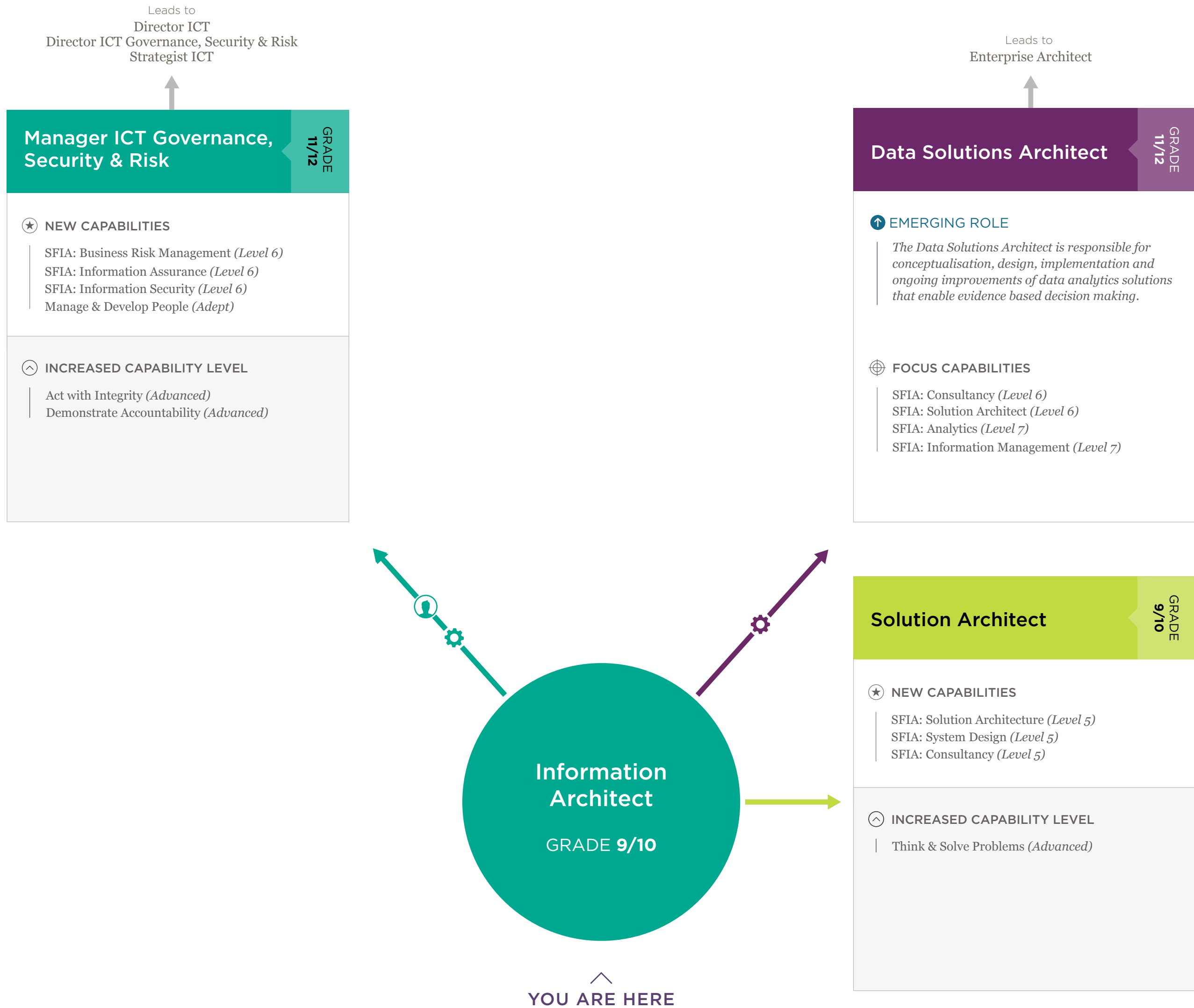
- Transition
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- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



ICT Career Maps **Enterprise Governance**



THINKING AHEAD

You should consider if you want to specialise or broaden your experience. A focus on solution architecture will support future career moves; however consider if risk, information assurance and information security are more aligned to your broader career aspirations.

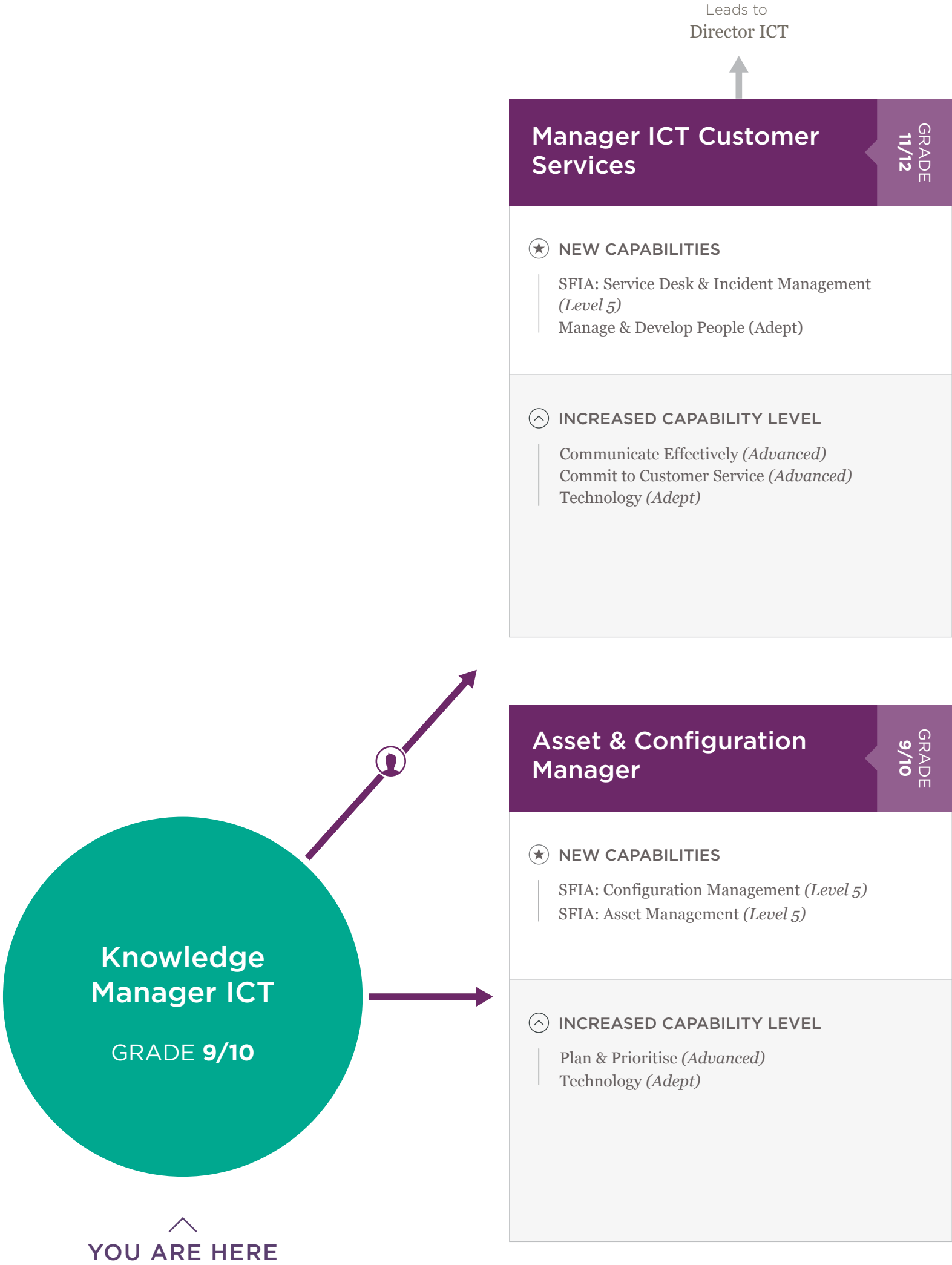
KEY

TRANSITION TYPES

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- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Building your understanding and application of existing and emerging technologies will be important for future career moves. You should also consider if you're interested in people management when assessing roles.

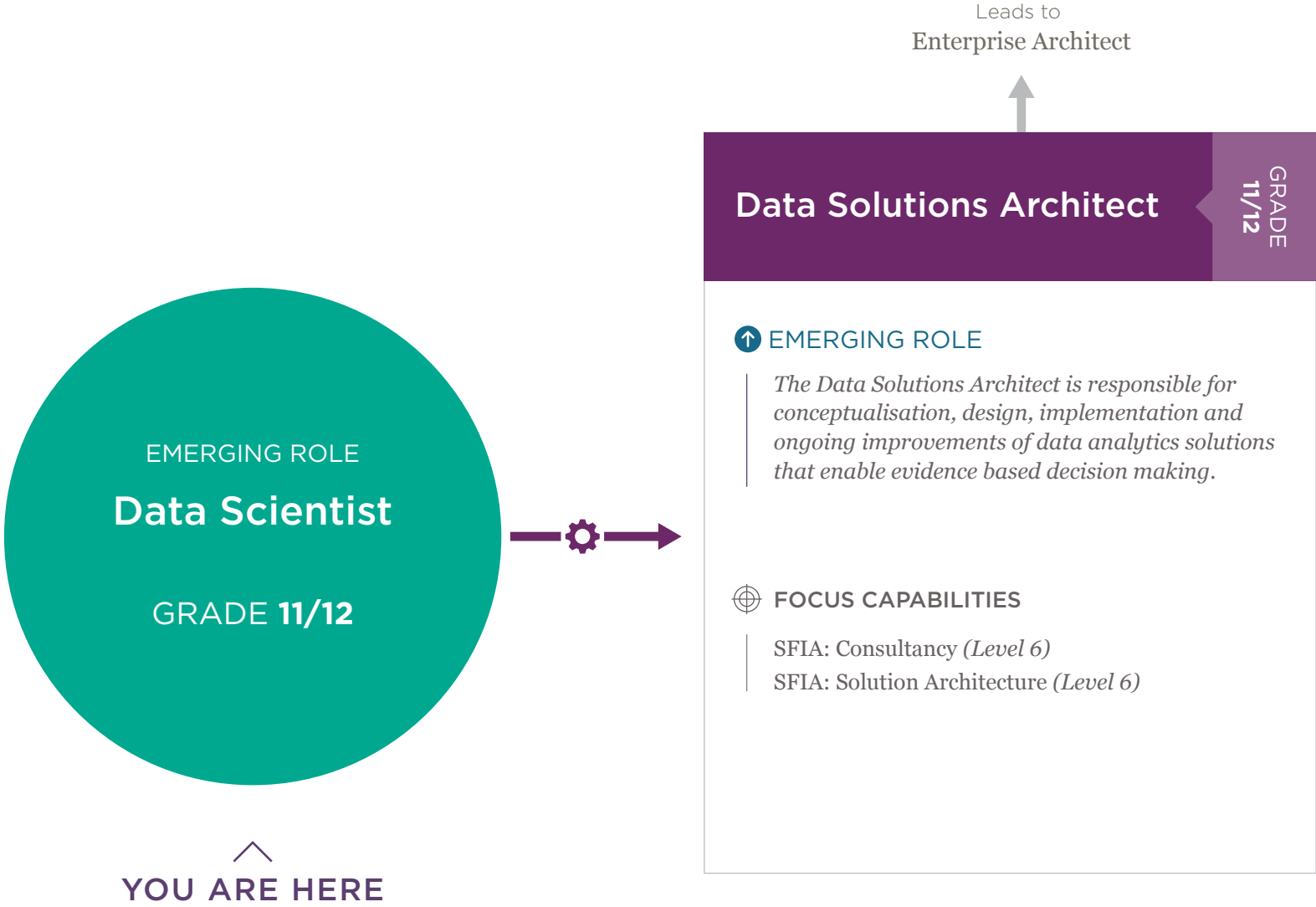
KEY

TRANSITION TYPES

- Transition
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- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Given the specialist nature of your role, you may wish to consider cross-sector moves, including Chief Data Scientist opportunities in larger agencies. Solution architecture and consultancy skills could help broaden your experience.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance

ICT Continual Service Improvement Manager

GRADE 11/12

NEW CAPABILITIES

SFIA: Software Development Process Improvement (Level 5)
SFIA: Business Process Improvement (Level 5)

INCREASED CAPABILITY LEVEL

Value Diversity (Adept)
Commit to Customer Service (Advanced)



YOU ARE HERE

Director ICT

BAND 1

NEW CAPABILITIES

SFIA: Stakeholder Relationship Management (Level 6)
SFIA: Enterprise & Business Architecture Development (Level 5)
Manage & Reform Change (Adept)

INCREASED CAPABILITY LEVEL

Display Resilience & Courage (Advanced)
Deliver Results (Advanced)
Plan & Prioritise (Advanced)
Technology (Advanced)

Leads to
Chief Information Officer



Service Level & Catalogue Manager

GRADE 11/12

NEW CAPABILITIES

SFIA: Service Level Management (Level 5)
SFIA: Supplier Relationship Management (Level 5)
Manage & Develop People (Intermediate)

INCREASED CAPABILITY LEVEL

Display Resilience & Courage (Advanced)

THINKING AHEAD

It is important to consider people management for future career moves. When assessing service management roles, you should consider whether your capability aligns more towards technical skills or relationship management.

KEY

TRANSITION TYPES

- Transition
- More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
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- Enterprise Governance



THINKING AHEAD

At your level, breadth is critical to progress, and your role offers great stretch opportunities. Your ability to effectively plan, prioritise and manage stakeholders will be important development areas to help for future career moves.

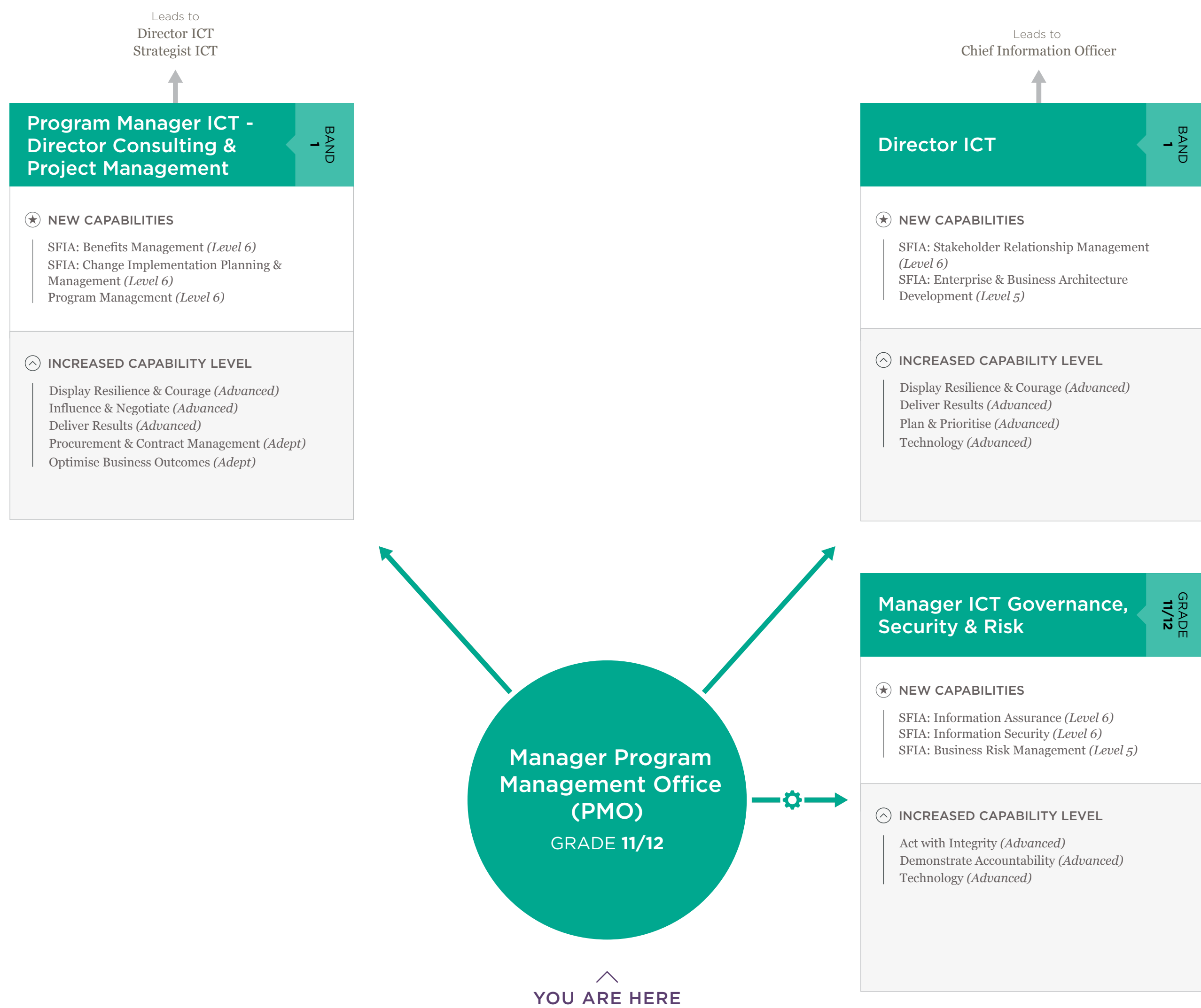
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- Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
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THINKING AHEAD

Developing resilience and courage becomes more important as you progress your career. There is a strong focus on delivering results and monitoring accountability to drive business outcomes – you should consider focusing your development in this space.

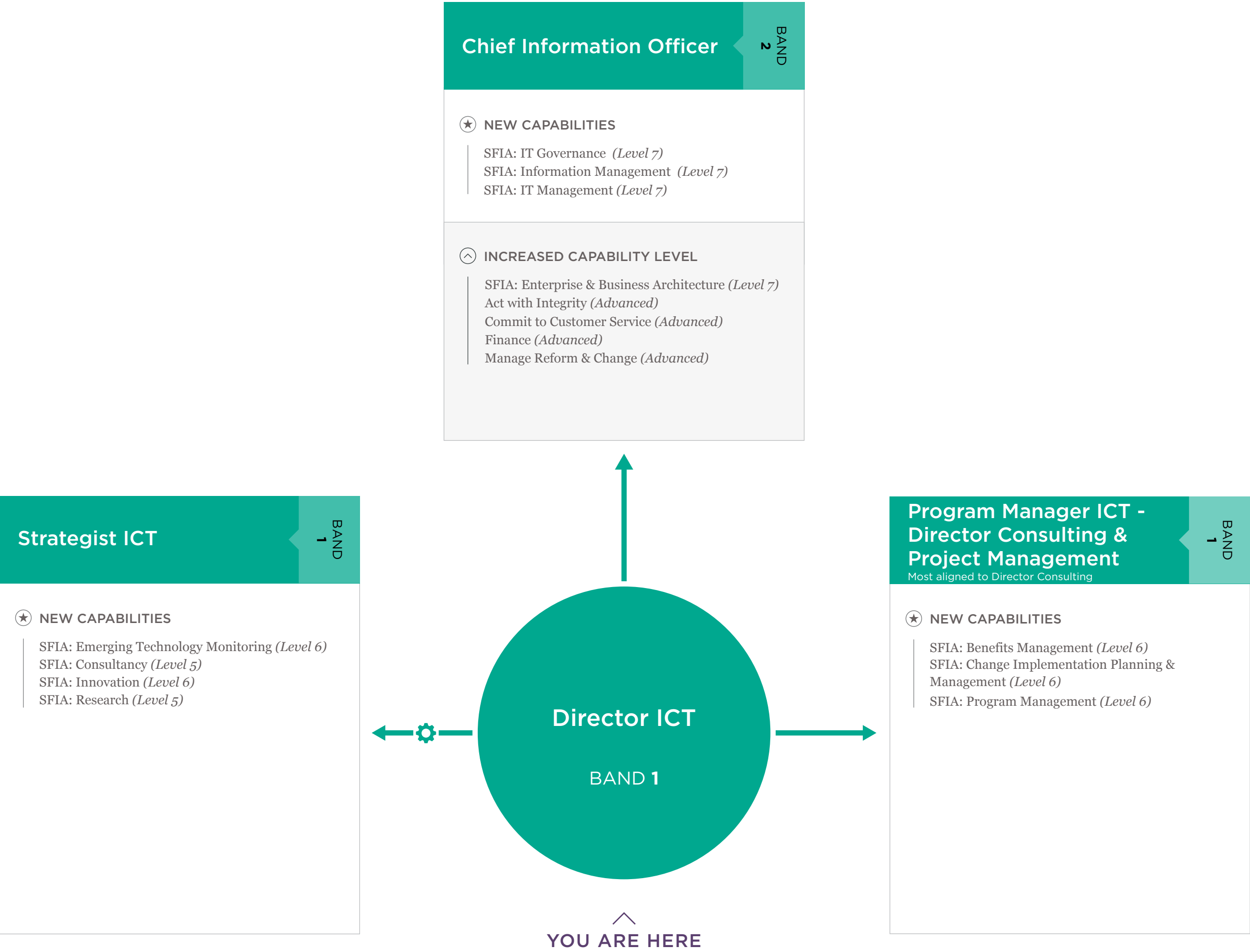
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (Person Icon) People Management
- (Gear Icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

Moving into a CIO role requires a broad range of experience and capability. To build greater breadth, program management and strategy are two areas for consideration.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance

Chief Information Officer

BAND 2

★ NEW CAPABILITIES

SFIA: IT Management *(Level 7)*
SFIA: Enterprise & Business Architecture Development *(Level 7)*
SFIA: IT Governance *(Level 7)*

⤴ INCREASED CAPABILITY LEVEL

SFIA: Information Management *(Level 7)*
Commit to Customer Service *(Advanced)*
Deliver Results *(Advanced)*
Finance *(Advanced)*
Manage Reform & Change *(Advanced)*



YOU ARE HERE

Strategist ICT

BAND 1

★ NEW CAPABILITIES

SFIA: Emerging Technology Monitoring *(Level 6)*
SFIA: Consultancy *(Level 5)*
SFIA: Innovation *(Level 6)*
SFIA: Research *(Level 5)*

THINKING AHEAD

Moving into a CIO role requires a broad range of experience and capability. To build greater breadth, you could consider a strategy role which will require an eye for emerging trends and innovation.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

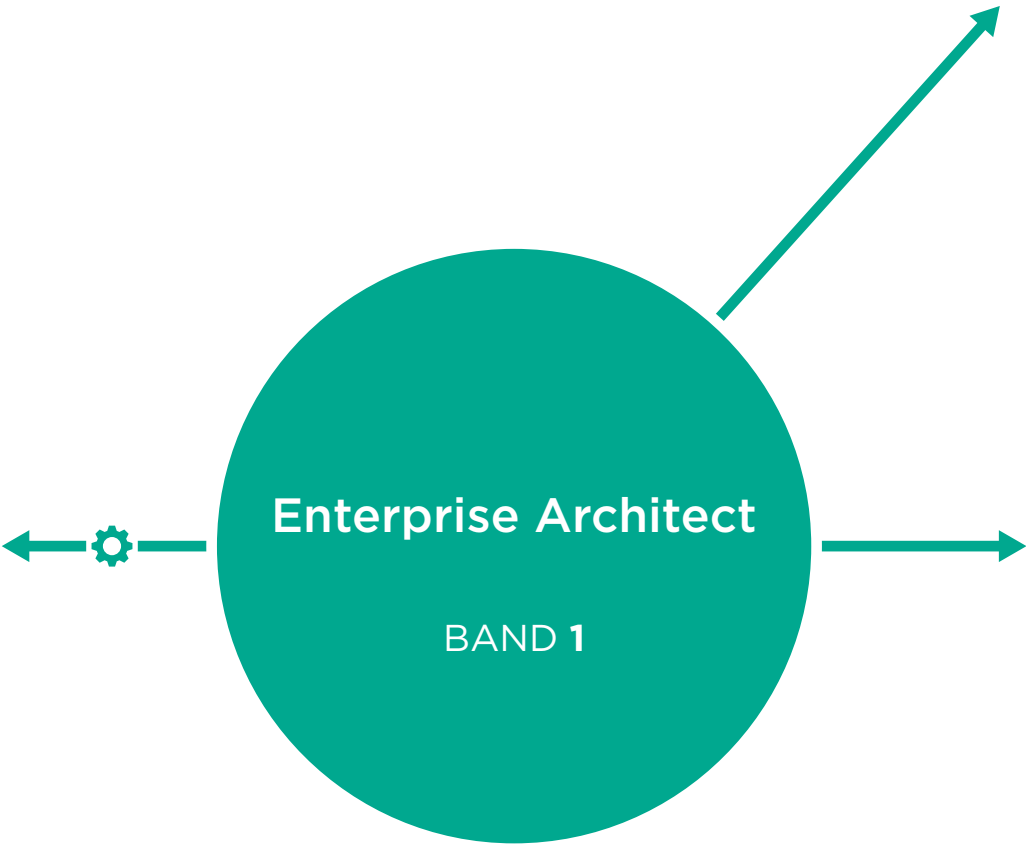
- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance

Strategist ICT

BAND 1

★ NEW CAPABILITIES

SFIA: Research (Level 5)
SFIA: Innovation (Level 6)



YOU ARE HERE

Chief Information Officer

BAND 2

★ NEW CAPABILITIES

SFIA: IT Management (Level 7)
SFIA: IT Governance (Level 7)
SFIA: Information Management (Level 7)

⤴ INCREASED CAPABILITY LEVEL

Enterprise & Business Architecture (Level 7)
Act with Integrity (Advanced)
Commit to Customer Service (Advanced)
Deliver Results (Advanced)
Finance (Advanced)
Manage Reform & Change (Advanced)

Director ICT

BAND 1

★ NEW CAPABILITIES

SFIA: Stakeholder Relationship Management (Level 6)

⤴ INCREASED CAPABILITY LEVEL

Display Resilience & Courage (Advanced)
Deliver Results (Advanced)
Manage Reform & Change (Adept)

THINKING AHEAD

At your level, breadth is crucial. Managing stakeholders is important for a Director role; and an eye for emerging trends and innovation will support you in a move to a Strategist ICT role.

KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- (person icon) People Management
- (gear icon) Specialist Pathway

DOMAINS

- Technology Services
- Technology/Application Building
- Enterprise Implementation
- Enterprise Governance



THINKING AHEAD

To further your career, breadth is important. Considering the context of a Director role is important to understand any specific knowledge required. If you have an eye for emerging trends and innovation maybe a Strategist role could be for you.

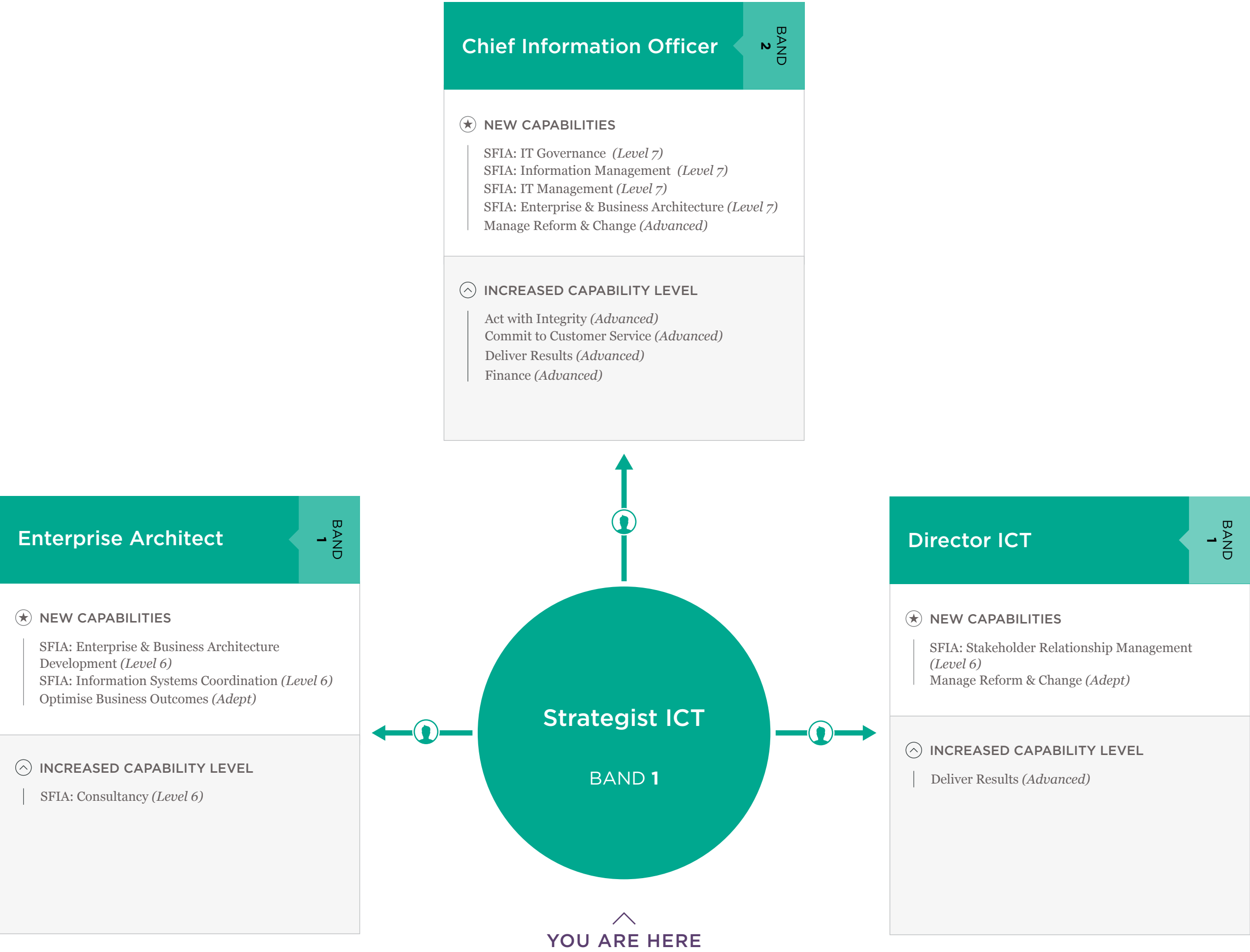
KEY

TRANSITION TYPES

- Transition
- - - → More Complex Transition
- People Management
- Specialist Pathway

DOMAINS

- Technology Services
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THINKING AHEAD

Your ability to manage people will be crucial in future career moves, with particular focus on managing reform and change, and optimising outcomes. Understanding business architecture will also be important.

KEY

TRANSITION TYPES

- Transition
- - - - -> More Complex Transition
- (person icon) People Management
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DOMAINS

- Technology Services
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Plan your Career Move



How I turn my career pathway into reality

When assessing possible career pathways you should consider the following:

- *the environment/context of the new role*
- *the complexity of a possible move and alignment with your previous experience*
- *your personal career aspirations*

Developing a career plan with these points in mind will inform a career conversation with your manager and should align with your agency's performance management system. The framework represents possible career moves however there may be other opportunities within your agency not included in this framework. You should explore all options with your manager. The relevant merit selection rules continue to apply.

Key questions to ask yourself when planning your career

- What are your personal interests and/or passion?
- Are you focused on breadth of experience or depth of expertise?
- To what extent would another agency's outcomes resonate with your personal passion and/or vocation - *e.g. purpose or context?*
- What additional skills or experiences do you need to develop?
- What cross-sector opportunities are available to support your capability development - *e.g. secondments, job sharing, projects?*
- Who can help you achieve your career plan - *e.g. mentoring, peer-learning?*
- What is your timeframe for your achieving your career plan, and how will you track progress?

01

IDENTIFY PATHWAY

What role or roles could you explore for your next career move aligned with your career and personal aspirations and based on your capability, knowledge and experience?

02

ACCESS ROLE DESCRIPTIONS

It's important to familiarise yourself with the particular capabilities and behavioural indicators required for a role to assess the feasibility of a career move and inform your career move plan.

03

PLAN YOUR CAREER MOVE

[Use the career move plan template](#) to articulate what you need to do to perform in a new role, how you will do it, and when you will do it. This should be an integral part of your broader development plan, and link to your agency's performance management system.

04

TALK TO YOUR MANAGER

Use your career move plan to inform career conversations with your manager. Your manager can help you assess options and identify opportunities to provide the necessary experience, exposure and education required to support your move to a new role.



Plan your career move

This template has been designed to help you create an action plan for your move into a new role, inform your broader development plan, and support your career planning and development conversations with your manager.

WHAT CAREER PATHWAY DO YOU WANT TO FOLLOW? _____

DESIRED TIMEFRAME: _____

WHAT IS MY STARTING POINT?

Reference: your role description

Current NSW Public Sector focus capabilities

Current SFIA capabilities

WHAT CAPABILITY DEVELOPMENT IS REQUIRED?

Reference: your career map

Increased capabilities and level

New capabilities

WHAT EXPERIENCE, EXPOSURE AND EDUCATION WILL HELP YOU MOVE TO THIS NEW ROLE?

Reference: NSW Public Sector Performance Development Framework and ICT Capability Framework



Role Profiles

ROLE PROFILE



Director ICT

BAND 1

Role purpose:

The Director ICT drives day to day functional delivery of ICT services and programs that reflect contemporary best practice and achieve optimal outcomes for the organisation's strategic, operational and business requirements.



KEY COMPLEXITIES

- Balancing competing interests and influencing stakeholders to achieve the best business outcome
- Conveying vision and direction for ICT in an environment of change and transformation
- Understanding and translating the latest trends in ICT to a non-technical audience to generate business value
- Prioritising ICT investment with agency business goals within capacity, timeframe and budget constraints



FOCUS CAPABILITIES

- SFIA: Stakeholder Relationship Management (*Level 6*)
- SFIA: Enterprise and Business Architecture Development (*Level 5*)
- Display Resilience and Courage (*Advanced*)
- Commit to Customer Service (*Adept*)
- Influence & Negotiate (*Adept*)
- Deliver Results (*Advanced*)
- Plan & Prioritise (*Advanced*)
- Technology (*Advanced*)
- Manage Reform & Change (*Adept*)



VALUED EXPERIENCES

- Making complex decisions involving resource allocation, procurement, ethical standards and governance to achieve strategic goals
- Managing diverse stakeholder expectations and competing interests to position the ICT function as a strategic partner and enabler of reform within a complex business environment
- Broad business understanding and specialisation in a range of ICT domains that have delivered best practice solutions ICT and driven substantial improvements in business performance
- Sound business case development experience and proven track record in navigating a complex business environment to achieve results
e.g. NSW government sector business case processes, including ERC Reviews, NSW Treasury Gateway Reviews
- Managing large and/or multiple employee groups to drive improvements in delivery of ICT services and programs



Director ICT Governance, Security & Risk

BAND 1

Role purpose:

The Director ICT Governance, Security and Risk drives the development, implementation and support of ICT best practice standards and ensures compliance to deliver secure and reliable systems.



KEY COMPLEXITIES

- Balancing compliance based security and risk assessment requirements while meeting customer needs e.g. ISO 27001
- Assessing and advising on appropriate security architecture, risk tolerances and effective disaster recovery protocols in environments with varying information security maturity
- Establishing ICT as trusted partner while enforcing ICT governance protocols/policy to effectively manage information assets
- Managing complex, sensitive and time critical security incidents across multiple technologies and services
- Building a culture of proactive monitoring and management of security issues across an organisation



FOCUS CAPABILITIES

- SFIA: Information Management (Level 5)
- SFIA: Business Risk Management (Level 5)
- SFIA: Information Security (Level 6)
- SFIA: Stakeholder Relationship Management (Level 5)
- Act with Integrity (Advanced)
- Influence & Negotiate (Adept)
- Think & Solve Problems (Advanced)
- Demonstrate Accountability (Advanced)
- Procurement & Contract Management (Intermediate)
- Manage & Develop People (Adept)



VALUED EXPERIENCES

- Managing a complex caseload whilst preserving confidentiality to comply with business and statutory obligations e.g. *Government Information (Public Access) Act 2009, Privacy and Personal Information Protection Act 1998*
- Overseeing the response to a complex range of cyber security incidents, and understanding external developments and incident trends, in order to deliver effective security policy and strategy
- Managing and mitigating enterprise-wide risks in a complex technology environment to align ICT with business objectives
- Implementing best-practice frameworks to support regulatory and certification compliance e.g. *ISO 31000, TOGAF, COBIT* and deliver business value



Principal Project Manager

GRADE 11/12

Role purpose:

The Principal Project Manager leads and manages the risk, quality and progress of ICT projects to organisational standards, and ensures projects are completed on time, on budget, to quality standards, and within agreed scope.



KEY COMPLEXITIES

- Managing projects with multiple dimensions of complexity and broad range of stakeholders
- Navigating business environments with varying levels of governance and maturity in the project management sphere
- Navigating project dimensions and recognising need for compromise in quality, price or time to achieve optimal outcomes
- Driving innovation and change in a low risk environment while creating value for business



FOCUS CAPABILITIES

- SFIA: Consultancy (Level 6)
- SFIA: Stakeholder Relationship Management (Level 6)
- SFIA: Business Risk Management (Level 6)
- Display Resilience & Courage (Adept)
- Influence & Negotiate (Adept)
- Deliver Results (Adept)
- Think & Solve Problems (Adept)
- Finance (Intermediate)
- Project Management (Advanced)
- Optimise Business Outcomes (Adept)



VALUED EXPERIENCES

- Delivering multi-party, complex projects (risk-level, impact, budget) whilst leveraging and applying best practice project management methodology to drive transformation (e.g. PMI, AIPM, Prince2, Agile or Scrum)
- Making complex decisions involving procurement, reporting, resourcing, interpretation of legislation and policy, ethical standards and governance to meet business needs
- Business case development experience and proven track record in navigating a complex business environment to achieve results e.g. NSW government sector business case processes, including ERC Reviews, NSW Treasury Gateway Reviews



Solution Architect

GRADE 9/10

Role purpose:

The Solution Architect is responsible for the development of technology solutions and mapping the business requirements to systems/technical requirements to ensure they are in line with the enterprise architectural plan.



KEY COMPLEXITIES

- Balancing alignment between whole of government ICT strategies and directions, enterprise architecture, and individual agency requirements
- Developing sustainable solutions aligned with agency enterprise architecture rather than point solutions
- Communicating complex, highly technical information in a clear and concise way to diverse, non-technical audiences



FOCUS CAPABILITIES

- SFIA: Solution Architecture (*Level 5*)
- SFIA: System Design (*Level 5*)
- Manage Self (*Adept*)
- Communicate Effectively (*Adept*)
- Think & Solve Problems (*Advanced*)
- Technology (*Advanced*)
- Project Management (*Adept*)



VALUED EXPERIENCES

- Creating multi-domain architecture across business, information, application, and technology to deliver large scale, complex solutions for business, with appropriate industry certification e.g. *COBIT* or *TOGAF*
- Analysing the business context, interdependencies and needs to design fit-for-purpose solutions
- Working with a range of technical and non-technical stakeholders to develop enterprise architecture to deliver results, ideally within the NSW Public Sector context

ROLE PROFILE



Senior Data Analyst

GRADE 9/10

Role purpose:

The Senior Data Analyst is responsible for analysing, designing and developing complex data analytics solutions that enable evidence based policy decisions.



FOCUS CAPABILITIES

- SFIA: Analytics (Level 5)
- SFIA: Data Analysis (Level 5)
- SFIA: Data Management (Level 5)
- Display Resilience & Courage (Advanced)
- Influence & Negotiate (Intermediate)
- Think & Solve Problems (Adept)
- Technology (Advanced)



KEY COMPLEXITIES

- Engaging with a diverse range of stakeholders with varying levels of data capability to determine, interpret and generate insight
- Identifying high value datasets in a complex data landscape in agencies with limited data integration capabilities or interoperability standards
- Working within the constraints of data privacy and confidentiality restrictions; and complying to relevant data sharing classifications e.g. *Privacy & Personal Information Protection Act 1998 (PPIPA)*, *Health Records & Information Privacy Act 2002*.
- Identifying and using information assets to create insight will little to no data quality controls



VALUED EXPERIENCES

- Extracting and communicating data driven insights to meet business needs at all levels, ideally with a background in STEM, economics, demographics, statistics, or a similar quantitative discipline
- Performing complex analysis using a variety of methods for both relational and non-relational data sets to facilitate evidence based decision making
- Exposure in curating and linking public sector datasets with relevant private sector information sources to generate innovative insights



Business Partner ICT

GRADE 11/12

Role purpose:

The Business Partner ICT manages the business relationship between the organisational ICT function and its clients to increase the value realised from ICT assets, investments and capabilities.



KEY COMPLEXITIES

- Understanding business functions and ICT products and services such that they can provide best support to enhance business outcomes
- Creating a strong level of trust with client and supplier simultaneously
- Navigating the complexity of government structures, processes and competing stakeholder interests



FOCUS CAPABILITIES

- SFIA: Consultancy (Level 5)
- SFIA: Stakeholder Relationship Management (Level 6)
- SFIA: Supplier Relationship Manager (Level 6)
- SFIA: Account Management (Level 6)
- Display Resilience & Courage (Advanced)
- Commit to Customer Service (Adept)
- Influence & Negotiate (Adept)
- Deliver Results (Adept)
- Finance (Intermediate)
- Manage & Develop People (Intermediate)



VALUED EXPERIENCES

- Influencing and building strong relationships through stakeholder mapping techniques to ensure optimal account management
- Creating and executing business cases that clearly articulate complex, technical information to a broad range of non-technical audiences
- Deep insight and knowledge of business context and process, with either business acumen with technical exposure, or technical acumen with business exposure to ensure ICT service delivery meets business objectives



Principal Cyber Security & Digital Forensics Officer

GRADE 11/12

Role purpose:

This role is responsible for preventive monitoring, protection and response to cyber security threats along with investigative and forensics support to deter and combat digital crime impacting government agencies.



KEY COMPLEXITIES

- Raising awareness of potential loss of information in an environment where end users may not be fully aware of their responsibilities and security protocols
- Creating an understanding among stakeholders of the privileged and elevated responsibilities of having access to information on individuals and the agency
- Adapting and responding to the ever-changing information security environment and associated risks in a timely manner



FOCUS CAPABILITIES

- SFIA: Information Security (Level 6)
- SFIA: Digital Forensics (Level 6)
- SFIA: Penetration Testing (Level 6)
- Act with Integrity (Advanced)
- Influence and Negotiate (Adept)
- Think and Solve Problems (Advanced)
- Technology (Advanced)



VALUED EXPERIENCES

- Managing a range of cyber security incidents to take a proactive approach to security monitoring and incident prevention
- Understanding of legislative, regulatory and policy processes, external incident trends or developments, and using this insight to inform security policy and strategy
- Conducting compliance checks and audits, with appropriate industry certification e.g. Australian Signals Directorate standards or SANS Institute certification



Supporting Resources

Supporting Resources

UNDERSTANDING CAPABILITIES

This framework is based on sector role descriptions developed and endorsed by the ICT and Digital Leadership Group for use by the sector. All role descriptions specify the capability levels required for a role. These have been identified from the NSW Public Sector Capability Framework and the Skills Framework for the Information Age (SFIA).

The ICT and Digital Leadership Group endorsed the SFIA as the occupation specific capability set for ICT professionals in the sector. The Public Service Commission has an accredited partner license to use the SFIA as an occupation specific capability framework for the sector's ICT workforce.

All ICT sector role descriptions are based on Version 5. The SFIA Foundation released version 6 on 1 July 2015 and the ICT and Digital Leadership Group endorsed this version on 4 September 2015. The PSC and an ICT working group will update the ICT sector role descriptions (currently based on version 5) in line with SFIA version 6 in 2016.

For further reference, use these links:

- [Skills Framework for the Information Age](#)
- [NSW Public Sector Capability Framework](#)
- [ICT Capability Framework – An introduction](#)
- [ICT sector role descriptions](#)

NAVIGATING A ROLE DESCRIPTION

The role description outlines the capabilities required to perform in a role. Specifically, all 16 core capabilities from the NSW Public Sector Capability Framework are listed. For roles with people management responsibility, there are an additional four core capabilities. Relevant SFIA capabilities are also included.

01

A snap shot of focus capabilities

Capability Group	Capability Name	Level
Personal Attributes	Display Resilience and Courage	Foundational
	Act with Integrity	Intermediate
	Manage Self	Intermediate
	Value Diversity	Foundational
Relationships	Communicate Effectively	Intermediate
	Commit to Customer Service	Intermediate
	Work Collaboratively	Intermediate
	Influence and Negotiate	Foundational
Results	Deliver Results	Intermediate
	Plan and Prioritise	Adept
	Think and Solve Problems	Foundational
	Demonstrate Accountability	Foundational
Business Outcomes	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	Project Management	Intermediate

Capability Set	Category, Sub-category and Skill	Level and Code
SFIA	Strategy and Architecture, Information Strategy, Information Analysis	Level 4 – INAN
	Strategy and Architecture, Business Strategy and Planning, Business	Level 4 – BURM

02

Detailed behavioural indicators and level descriptions.

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Group and Capability Level	Behavioural Indicators
Personal Attributes Adept Display Resilience and Courage	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Intermediate Commit to Customer Service	<ul style="list-style-type: none"> Support a culture of quality customer service in the organisation Demonstrate a thorough knowledge of the services provided and relay to customers Identify and respond quickly to customer needs Consider customer service requirements and develop solutions to meet needs

Category and Sub-Category	Level and Code	Level Descriptions
Strategy and Architecture Business Strategy and Planning	Level 5 BPPE	BUSINESS PROCESS IMPROVEMENT (BPPE) – Analyses business processes, identifies alternative solutions, assesses feasibility, and recommends new approaches. Contributes to evaluating the factors which must be addressed in the change programme. Helps establish requirements for the implementation changes in the business process

I work **FOR
NSW**