

Queensland Government Enterprise Architecture

# Queensland Government ICT Skills Assessment Methodology

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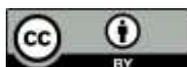
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## Information security

This document has been security classified using the Queensland Government Information Security Classification Framework (QGISCF) as UNCLASSIFIED and will be managed according to the requirements of the QGISCF.

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## Overview

The Queensland Government has an obligation to optimise its investments to provide value for money when delivering community services. We are guided by the Queensland Government's 2020 vision, *Toward Q2: Tomorrow's Queensland* for a stronger, greener, smarter, healthier and fairer Queensland.

The Workforce Capability Program developed by the Queensland Government Chief Information Office focuses on two key areas within this vision:

- developing a strong Queensland that addresses issues around the ICT skills shortages and the ageing population by:
  - investing in skills and creativity to boost the knowledge and productivity of our people
  - helping Queenslanders who are out of the workforce to participate in our economy
- developing a smart Queensland by emphasising training and identifying opportunities to offer training programs to meet skills shortages in the ICT profession.

Building the ICT capability within the Queensland Government workforce is also a key priority under the Queensland Government's five-year ICT strategy, *Toward Q2 through ICT*.

The importance of providing easily accessible and seamless government services to all Queenslanders has never been greater. Information and communication technologies are at the forefront of solutions to deal with some of the biggest challenges facing government and the community has increasing expectations about what ICT can deliver. The availability of appropriately skilled ICT human resources is a key element in successful project delivery and the government's ability to provide services.

The lack of available, affordable and appropriately skilled human resources is an ever increasing challenge for all agencies across the Queensland Government (and in other jurisdictions). Systematic ICT workforce capability planning to identify emerging issues and challenges in relation to ICT recruitment, development, advancement and succession of employees is critical, and can also help to canvass any challenges and opportunities for collaboration.

In order to maximise its return on ICT investment, the government must improve and strengthen the capability of its ICT workforce. More effective ICT workforce capability planning, incorporated into mainstream planning, will ensure the government has the skilled people to manage services and infrastructure and implement projects.

Information Standard 2: ICT Resources Strategic Planning mandates how Queensland Government agencies are to conduct ICT resources strategic planning. It requires the development of a strategic plan for the agency's ICT resources every financial year. This plan is supported by the Forward Work Plan, which identifies initiatives and the key human resource implications. While such planning may identify the need for certain numbers of ICT skilled personnel for dedicated projects, the type of ICT skills required may only be implied and does not include the business-as-usual component. Refer to the [ICT Workforce Capability Plan for Government Employees](#) (March 2006) which can be accessed from the ICT workforce capability web page at [www.qgcio.qld.gov.au](http://www.qgcio.qld.gov.au), under Products.

## Purpose of the methodology

The Queensland Government ICT Skills Assessment Methodology enables agencies to identify current and future workforce skills. This information will enable evidence based decision making around workforce strategies required to achieve sustained organisational performance and to build a capable workforce.

By using the methodology ICT managers will be provided with a process for making informed workforce decisions in line with an agency's mission, strategic plan and financial resources.

The Queensland Government ICT Skills Assessment Methodology is intended to be used primarily within an ICT environment.

## What ICT skills assessment is

In today's world of rapidly changing technologies, it is vital that the Queensland Government maintain their competitive edge by stimulating and encouraging the supply of well skilled people.

Undertaking an ICT skills assessment encourages a consultative approach to identifying workforce skills and key areas of learning and development.

An ICT skills assessment is the process of identifying, documenting and measuring knowledge, skills and behaviours. By clearly defining what skills and the standard of performance that is required for a specific position (now and into the future), agencies will be able to identify skills gaps and implement strategies to address those gaps to enable sustained performance.

### Objectives

An ICT skills assessment methodology will help:

- identify skills gaps
- support workforce planning
- develop strategies for addressing current and future skills gaps
- support career planning and succession planning
- align skill development to business goals and needs
- enable greater return on learning and development investment
- assist with the identification of future skills needed in the ICT industry over the next 5 to 10 years.

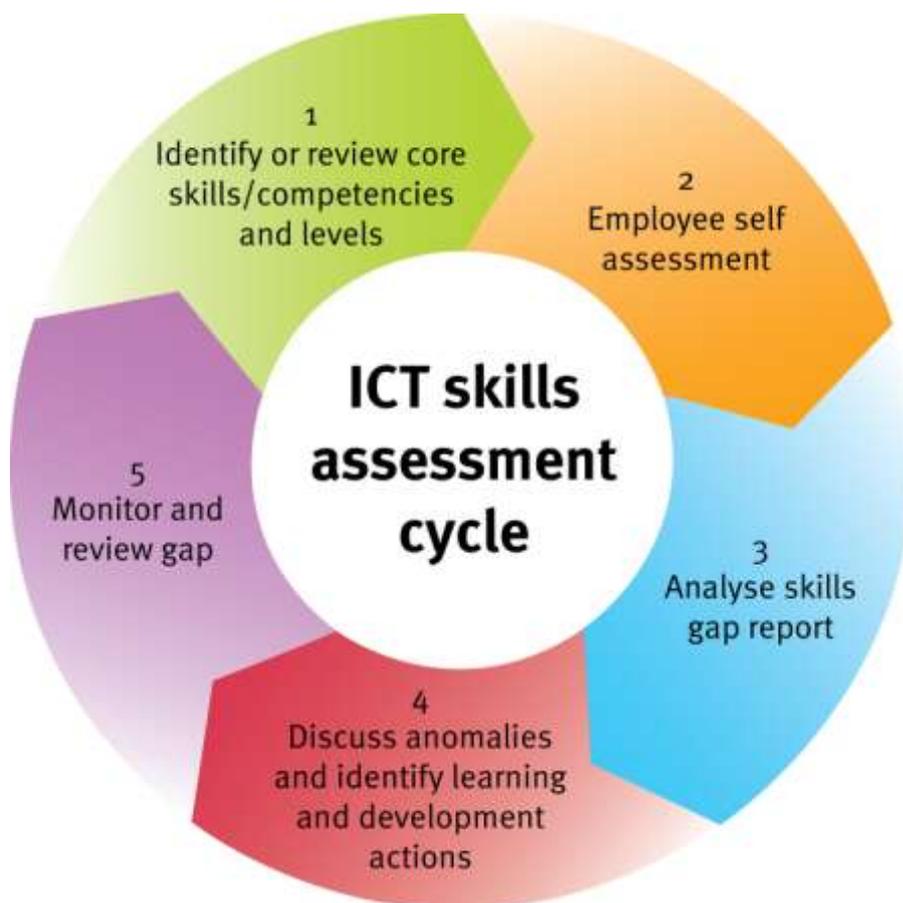
It is recommended that skills assessments are performed (initially) with staff performing critical roles in the organisation, and that assessment is conducted on an annual basis.

## Why we need a skills assessment methodology

Research conducted indicates that many agencies are daunted by the complex and sometimes challenging task of skills assessments within the ICT professional arena. Utilising a common reference model e.g. Queensland Government ICT Skills Framework, and the Queensland Government ICT Skills Assessment Methodology will enable managers to identify the skills required to meet business needs, and to then maximise return on learning and development investment by developing those needed skills resulting in maximised performance and productivity. For individuals, skills assessments help provide clarity around developmental needs, and career paths and aspirations.

## ICT skills assessment cycle

The Queensland Government ICT skills assessment cycle captures the common elements of skills assessment processes that are relevant to the Queensland Government. The cycle has five elements that describe key steps that need to be considered when undertaking an ICT skills assessment. Each business area needs to identify how these elements should be customised to meet their business needs as one size does not fit all.



## What is the skills assessment process

There are five activities that remain constant when undertaking a skills assessment:

### Activity 1: Identify core skills and level of responsibility

#### What does this process do?

This process enables the ICT manager to assess, identify and document the individual skills/competencies, knowledge and behaviours required for a specific role.

#### How?

By using the Queensland Government ICT Skills Framework, the ICT manager can identify the 'required' skills/competencies and level of performance for the ICT role now and into the future.

#### Who?

The manager communicates with the employee to confirm the skill/competency and performance requirements for the role.

### Activity 2: Employee self-assessment

#### What does this process do?

This process enables the employee to reflect on their own skills/competencies and to assess and identify their individual level based on the skills/competencies required for a specific role.

#### How?

By using the Queensland Government ICT Skills Framework, the employee undertakes a self-assessment to identify the 'actual' skill level (what the individual believes is their level of competency).

#### Who?

The employee completes this assessment.

### Activity 3: Analyse skills gap report

#### What does this process do?

This process enables the ICT manager to review the outcomes of the employee self-assessment.

#### How?

The manager is to review the results and investigate any gaps. This may instigate a conversation between the manager and employee to refine the employee's assessment as the manager may believe the gap is more or less than what was originally assessed (see activity 4).

#### Who?

The ICT manager communicates/negotiates with the employee to discuss the results.

## Activity 4: Discuss anomalies and identify learning and development actions

### What does this process do?

This process enables the ICT manager to review the skills gap(s) {and/or surplus(es)} and discuss any anomalies.

### How?

The ICT manager and employee discuss anomalies and identify possible learning and development activities which may include, but are not limited to: coaching/mentoring; internal training/research; external training such as formal courses, attendance at briefings/information sessions etc. Recommendations can be documented and an action plan created to ensure the appropriate development takes place.

### Who?

The manager has an open discussion with the employee to identify strategies to address any gaps including possible learning and development options.

## Activity 5: Monitor and review

### What does this process do?

This process enables the ICT manager and employee to ensure that learning and development takes place to close the identified gap. For maximum benefit, the process should be reviewed on an annual basis.

### How?

The ICT manager and employee should regularly discuss learning progress. All recommendations should be monitored through a performance development and planning process.

A skills assessment process should be performed on an annual basis to ensure alignment between 'required' and 'actual' skills. This process can also assist with succession planning and career planning as well as planning for the future of changing technologies.

### Who?

The manager and employee are responsible for ensuring regular skills assessments and learning and development actions take place.

The manager is responsible for ensuring that the ICT Skills Assessment process is ongoing and reflects the workforce management needs of the organisation.

## Related documents

There are a number of related documents:

- Queensland Government ICT Skills Framework
- ICT Workforce Planning Methodology.