

Career Shift Process

PROPRIETARY

Date: June 2024

Owners: Global Head of HRPs, Global Head of Modern Development

Intended audience: Line managers (L4b-L5), Delivery managers, HR partners



Purpose: The Career Shift Policy aims to facilitate employees' transition to different roles within the organization, ensuring alignment of skills, interests, and business needs, thereby fostering career growth and retention.

Career Shift - usually refers to taking a step back from existing responsibilities/pay/grade to pursue different career tracks within different job families.

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Roles

1. **Ciklumer** - owns personal career development, and often initiates the transition process.
2. **Line manager** - current career supervisor of Ciklumer, responsible for professional development.
3. **Delivery Manager** - manager of Ciklumer on an assigned project, key contributor of project performance feedback.
4. **CoE Leader (perspective)** - defines the mentor for Ciklumer within his CoE.
5. **Mentor** - assigned person by the CoE Leader (perspective), usually future LM, to provide guidance, support, and advice to employees, creating a learning path.
6. **HR Partner** - enables the process.
7. **Assessor** - an individual from the perspective CoE, responsible for evaluating and making judgments about the knowledge, skills, and abilities of a person undergoing a technical evaluation

Artifacts

1. **Capability Matrix** - a career path within the function/stack containing the [requirements](#) for the skills/capabilities/competencies that are needed at each grade.
2. **HackerRank test** - a test within the function/stack containing the [assessment questions](#) for the skills/capabilities/competencies that are needed at each grade.
3. **Ciklum Profile** - an up-to-date and verified snapshot of skills, capabilities, and domain experience, globally, across all Digital talent.
4. **Learning Path** - document, built based on the Capability matrix, which contains resources (courses, articles, practical tasks) to develop professional skills and competencies, as well as your behavioral factors, and technical domain knowledge, where necessary.
5. **TA feedback form** - an artifact with the results of the conducted Technical Assessment. (All the templates are stored in this [folder](#)).

Technical Assessment Ground Rules

Participants:

- Assessor, at least of a Senior level
- Mentor

Timing: 1-1,5 h

! Disclaimer

Career Shift might be one of the resulting steps in a Career progression and development path Ciklumer decides to choose in the Company.

Conversations on career aspirations plans are conducted during the performance review cycle between the Line manager and Ciklumer.

These plans should be aligned with the Account team/Resourcing via HRP on a business need.

Step-by-step process

1. **Ciklumer:**
 - a. Sends an email to their HR Partner informing about their willingness for Career Shift;
 - b. Participates actively in skill development and self-learning programs to acquire the necessary competencies for the desired role.
 - c. Adds the information about realized projects and achievements in the Current Project section of the Ciklum profile.
 - d. Informs HR Partner about readiness to pass Tech. assessment stage;
 - e. Takes the HackerRank test according to the desired role;
 - f. Self-assesses proficiency levels of skills on the Ciklum profile;
 - g. Participates in TA.
2. **HR Partner:**
 - a. Requests a Mentor assignment from the COE Leader (perspective) to identify suitable career paths and development plans;
 - b. Gathers current Line manager feedback on the employee's potential;
 - c. Collects DM's feedback regarding the account's perspective and business need for a specialist in a new domain;
 - d. Collects feedback from Resourcing on Deployment opportunities;
 - e. Invites the Ciklumer to take the appropriate [HackerRank Test](#) according to the [process](#);
 - f. Requests assessors from the CoE Leader (perspective);
 - g. Organizes the Technical assessment process adhering to ground rules;
 - h. Attaches the TA feedback form, HackerRank Test report (email with results in pdf), and Ciklum profile link to the invitation;
 - i. Checks the current remuneration of Ciklumer and ranges for a specific role;
 - j. Gets approval of the Global Head of HRPs on the salary adjustments;
 - k. Inform the Ciklumer about the results of the Tech Assessment and the next steps (incl. change in remuneration if any).
3. **Mentor**
 - a. Conducts pre-assessment to identify skill gaps and development needs of Ciklumer for the desired role.
 - b. Helps with Learning Path creation and mentorship sessions
 - c. Participates in TA in the role of Assessor. Evaluates according to the CM
4. **Delivery Manager:**
 - a. Collects feedback from the Client and team members on the Ciklumer's proficiency level and potential;
 - b. Provides HR Partner with feedback from the account's perspective and the business need for a specialist in a new domain.
5. **Line Manager:**
 - a. Offers HR Partner feedback on the employee's professional readiness.
6. **Deployment Partner:**
 - a. Check deployment opportunities for Ciklumer & inform HR Partner
7. **Assessors:**
 - a. Familiarize themselves with the Ciklum profile before the Technical assessment.
 - b. During the assessment, evaluate skills, knowledge, and abilities based on the Capability matrix to define the current seniority grade within the new domain;
 - c. After the Technical assessment, complete and submit the TA feedback form ([link to the folder](#)).

Potential Resolution Outcomes:

1. Recommended - Ciklumer has demonstrated all the necessary knowledge, skills, and abilities, warranting a shift to a new role.
2. Recommended (with conditions) - Ciklumer has exhibited a substantial portion of the requisite knowledge, skills, and abilities for a new role. Career Shift is feasible pending business needs.
3. Development Plan - Ciklumer has displayed partial proficiency in the required knowledge, skills, and abilities for a new role. They are granted a dedicated period (3 to 6 months) to prepare and undergo a second assessment. Development goals are updated in Ciklumer's Goal setting form.
4. Not Recommended - Ciklumer has not demonstrated a significant portion (2 grades lower) or any of the required knowledge, skills, and abilities for the new role and is not recommended for transition.



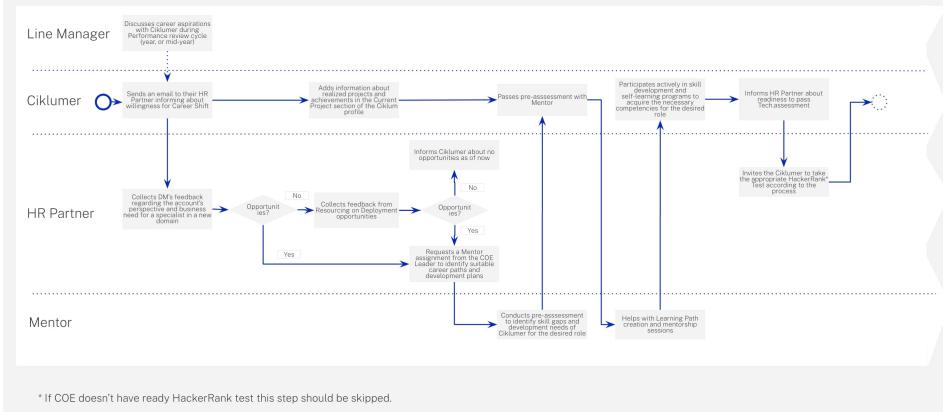
Note

Any conversations on the compensation change shouldn't be conducted in connection to the technical assessment without alignment with the HR Partner.



Stage 1. Preparation for Tech. Assessment

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Stage 2. Tech. Assessment

