Toolkit: Frameworks and Templates for IT Job Architecture Design and Career Paths Development

An IT job architecture provides a consistent framework for defining and communicating IT jobs, career paths and equitable pay practices. CIOs can apply these frameworks and templates to redesign their IT job architecture to reflect new ways of working and better attract and retain top talent.

Table 1: Toolkit for IT Job Architecture Design and Career Paths Development

(Enlarged table in Appendix)

Tool	Description
Introduction to the IT Job Architecture (.pptx)	Use the slides in this PowerPoint file to communicate with key stakeholders (e.g., business executives, HR and IT staff) on the strategic value of designing and implementing an IT job architecture that is aligned with enterprise strategies and digital business goals. CIOs can leverage Gartner's IT Job Architecture Baseline Framework to visualize and introduce the concept to their organization.
Examples of IT Job Architecture Designs (.pptx)	Use examples presented in this PowerPoint file as the starting point to identify and define job families and job series required to operationalize your target I&T operating model. The tool illustrates how job architecture frameworks evolve in line with service-optimizing and value-optimizing I&T operating models respectively. It includes a sample framework for MSE organizations. It also provides guidance on applying the concept of "roles" with the job architecture framework to develop versatile talent.
Sample Job Family Guide for Product Management (.docx)	Use the example presented in this Word file to organize and develop job descriptions that show career level progressions across each relative dimension of work complexity, responsibility and education/experience for each job series within a job family.
Sample IT Career Pathing Guide (.pptx)	Use the examples presented in this PowerPoint file to visualize and map out possible career movements/paths within and across job series and job families. This tool also provides examples of experience-based "career enablers" for developing high-value skills and leadership competencies.

Source: Gartner (August 2021)

When to Use

Many IT organizations lack an effective system that provides a coherent and unified view of jobs and roles, along with the necessary skills and competencies to keep pace with fast-changing business needs. Inconsistent, out-of-date job materials contribute to challenges in hiring, unclear and misaligned responsibilities between employees, a lack of systematic upskilling/reskilling for career mobility, and uncompetitive reward practices.

To address these challenges, CIOs must design an IT job architecture. The IT job architecture lays the foundation and building blocks for an effective talent strategy and programs to attract and retain the next-generation workforce, and build an IT organization suitable for the digital age. A well-designed IT job architecture, as a prerequisite to successful digital transformation, is:

- Key to aligning the IT workforce plan with business strategy and needs (see Introduction to the IT Job Architecture and Examples of IT Job Architecture Designs).

- Kept up to date to remain attractive to employees and future job candidates (see Examples of IT Job Architecture Designs and Sample IT Career Pathing Guide).

- Clear on how skills and competencies evolve and grow as employees progress through career pathways to facilitate learning and development (see Sample Job Family Guide for Product Management and Sample IT Career Pathing Guide).

- Coherent in communicating how job responsibilities are delineated with clear-set expectations to support performance management (see Sample Job Family Guide for Product Management).

- Consistently evaluated and benchmarked against the market to ensure competitive reward practices (see Introduction to the IT Job Architecture).

CIOs can use the design frameworks, templates and case examples represented in this Toolkit as starting points to develop and implement an IT job architecture that reflects future talent needs and enables the organization to attract, develop and retain a high-performing workforce.

Evidence

Materials presented in this toolkit are drawn from Gartner's extensive research on IT job architecture and career model designs, as well as consulting experience with hundreds of client organizations in addressing their IT talent management and workforce transformation initiatives.

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Recommended by the Authors

How to Develop an IT Strategic Workforce Plan

Make Talent the Key Enabler of Your I&T Operating Model Transformation

Ignition Guide to Developing or Updating Your IT Job Family Model

Ignition Guide to Designing Infrastructure Career Paths for Cross-Domain Exposure

Ignition Guide to Creating a Strategic IT Workforce Plan for IT

Create Career Lattices to Boost Talent Development and Drive Agile Transformation at Scale

Develop the Competencies Your Workforce Needs for the Digital Ecosystem

Case Study: Personalize Role Transformation With Career Maps (EY)

Case Study: Adaptive Career Logic (Schlumberger)

Career Lattices for IT Workforce Versatility (Intel)

Product Management Job Descriptions and Role Overviews

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