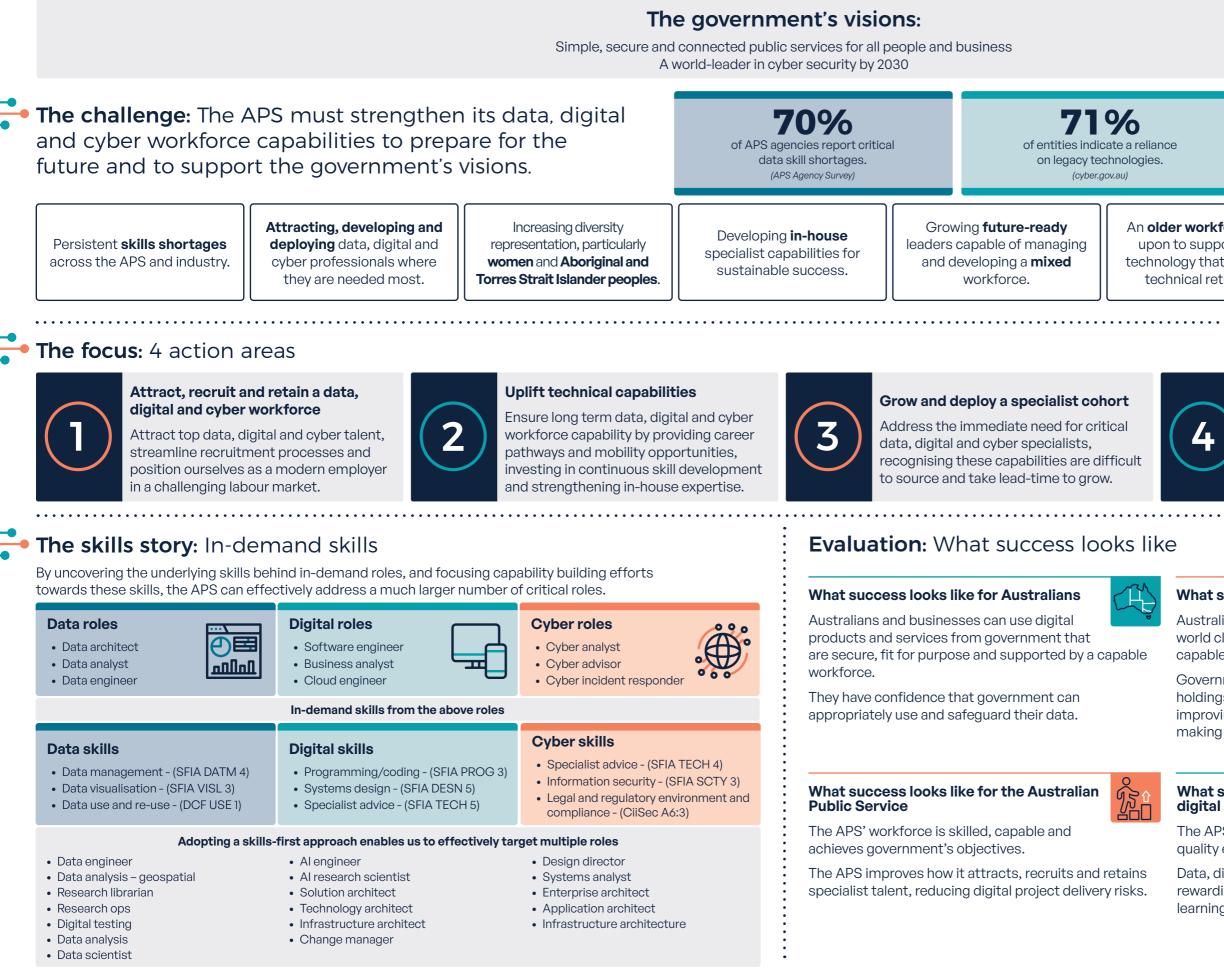
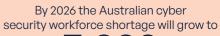
APS Data, Digital and Cyber Workforce Plan 2025-30: Summary







An older workforce, relied upon to support legacy technology that is reaching technical retirement.

Collection, analysis and reporting of workforce data to better inform strategic and operational decisions.

Increase capability planning maturity

Enhance capability planning maturity by using data-driven insights and ensuring access to high-quality data, empowering agencies to make informed workforce decisions.

What success looks like for government



Australia has a digital government that is world class, trusted and supported by a highly capable APS workforce.

Government improves its capability to use its data holdings and harness analytical tools and techniques, improving service delivery, evidence-based decision making and policy and program evaluation.

What success looks like for the APS' data, digital and cyber workforce



The APS is a great place to work and offers a quality employee experience in dynamic workplaces.

Data, digital and cyber employees enjoy a diverse and rewarding career, with opportunities to pursue life-long learning that keeps pace with industry developments.

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APS Data, Digital and Cyber Workforce Plan 2025-30: Roadmap

The delivery of the workforce plan requires whole-of-service collaboration and leadership.

	Attract, recruit and retain a data, digital and cyber workforce	Uplift technical capabilities	Grow and deploy a specialist cohort
Horizon 1 (Year 1)	 Digital and cyber employee value proposition Extend the APS Employee Value Proposition to attract the professional and technical capability needed within agencies. Sponsor: Digital Transformation Agency Enhance APS-wide recruitment programs and pathways Leverage and improve existing programs; re-position the Digital Traineeship Program as a mid-career program; raise agency awareness of the mid-career experience of candidates; develop materials to support APS agencies. Sponsor: Australian Public Service Commission APS Career Pathfinder and APS Jobs enhancements Enhance Career Pathfinder and APS Jobs to support APS agencies with talent acquisition and ongoing workforce/skills planning. Sponsors: Australian Public Service Commission; Digital Transformation Agency 	 EL2 and SES data capability uplift Improve and expand on existing SES and EL2 Data Leadership modules (APS Academy) and promote their broader adoption to build baseline capability across the APS leadership cohort. Sponsors: Australian Bureau of Statistics; Australian Public Service Commission SES Accountabilities for Data Actively drive the promotion and implementation of the SES Accountabilities for Data across the APS. Sponsor: Department of Finance APS digital skills program (pilot) Take a collective approach to upskilling APS employees in critical technology, digital, cyber and adjacent roles through temporary mobility into expert 'host' agencies where there are deep pockets of expertise. Sponsor: Services Australia BRO digital governance program Empower EL and SES leaders with the capability to lead and govern digital projects. Sponsor: Digital Transformation Agency Artner with industry to develop and fund critical skill development programs for current and potential APS employees to maintain legacy systems while supporting the transition to modern systems. Sponsor: Digital Transformation Agency 	Specialist deployment framework Develop a framework to encourage the temporary deployment of specialist expertise across the APS, including improving visibility of which agencies hold particular specialist expertise, and principles to support agency decision making. Sponsors: Australian Public Service Commission; Digital Transformation Agency
Horizon 2 (Years 2-3)	 Data, digital and cyber workforce recruitment pilot Building off the digital and cyber EVP and innovative hiring practices initiatives, design and pilot a modernised hiring process for mid-career data, digital and cyber workers. Digital Role Description Library extension Extend the Digital Role Description Library within Career Pathfinder to encompass emerging roles and encourage its broader adoption; develop accountability standards for key roles. Data and Digital Cadet Program extension Engage with academia to attract graduates straight from VET/TAFE and universities, and extend the Data and Digital Cadet Program to include those interested in pursuing cyber careers within the APS. Al skills suggester Scope the development of or investment in an Al skills suggester to match jobs with skills and to connect non-APS job seekers with relevant APS employment opportunities. 	 Technical fast track (digital skills program extension) Extend the APS digital skills program (Horizon 1), to accelerate the development of deep technical expertise at pace and scale through experiential and formal learning, linked to career pathways. The initial focus will be on highly specialised, high-demand roles and projects, informed by the Digital Project Pipeline. Data capability uplift (academic extension) Partner with academia and with industry bodies to foster development pathways that grow the general workforce data capability of the APS. Transition to retirement guidance Improve the retention of critical knowledge by developing better practice guidance and/or a toolkit for agencies to improve knowledge transfer practices and succession planning. 	Specialist work level standards Explore the potential for specialist work level standards or extended specialist classifications to support the career advancement of specialist/technical employees.
Horizon 3 (Years 4-5)	 Reduce barriers to re-entry Work across the APS to: reduce inefficient practices and hurdles that typically deter former employees from re-joining the APS enable the APS to rapidly recapture essential talent strengthen cross-sector collaboration increase the likelihood of top talent viewing the APS as a flexible and long-term career option. 	APS digital micro-credentialing bootcamps Partner with academia, industry and private sector technology giants, and leverage Volume Sourcing Agreements to fund targeted micro-credentialling and capability development programs for employees.	Explore options for APS digital, data and cyber remuneration and conditions Drawing on the APS Digital, Data and Cyber Salary Survey and Remuneration Report as a key input, explore options to reduce the gap between public and private sector remuneration for these specialists, within the context of a broader EVP strategy.
Supporting activities	APS Employee Value Proposition APS data employee value proposition Supported career pathways APS Location Framework Innovative hiring practices (APS Reform) SES100 APS Job Family Framework review APS Gender Equality Strategy 2021-26 Affirmative measures (Aboriginal and Torres Strait Islander Australians and those with disability) NSW Digital Skills and Workforce Compact	APS Digital and Data Professions and Communities of Practice APS Academy APS Academy Campuses APS Data Capability Framework Policy for the responsible use of AI in government and AI fundamentals training SES and EL2 Data Leadership modules (APS Academy) Curated 'data' learning offerings APS Leadership Edge Regional collaboration (AI)	APS Strategic Commissioning Framework Contractor conversion Specialist arrangements guidance

Enhance capability planning maturity

Digital workforce data insights report

Develop a digital workforce data insights report to improve the ongoing collection, analysis and reporting of workforce data, risks and insights for agencies.

Sponsors: Digital Transformation Agency; Australian Public Service Commission

Remuneration benchmarking and report (pilot)

Undertake external salary benchmarking for in-demand digital, data and cyber roles to inform options to close the gap between public/private sector remuneration for specialists, as well as reduce internal competition for talent and strengthen the overall EVP for the APS.

Sponsors: Digital Transformation Agency; National Disability Insurance Agency

Harmonise workforce data

Develop a workforce data strategy and roadmap to improve the consistency of workforce data across the APS, enhance workforce planning capability and to better inform decisionmaking.

Sponsor: Digital Transformation Agency

Long-term insights briefing

Develop an insights briefing on emerging technology to inform thinking and decision making on specific policy and workforce challenges that may affect Australia and the APS in the medium and long term.

Skills forecasting and program policy alignment

Collaborate with agencies to identify current and future skills needs. Align data, digital and cyber workforce programs and policies to better address identified and anticipated critical skills gaps. Explore opportunities to enhance capability through Volume Sourcing Agreements and contracts that incorporate skills building.

Digital skills directive

Uplift service-wide planning, data collection and reporting though the development of a digital workforce policy.

APS workforce data APS Data Maturity Assessment Tool and guide APS digital maturity assessment Data Job Role Personas APS Centre of Excellence for Workforce Planning APS Workforce Metrics Modernisation Program Framework for Governance of Indigenous Data