



STAKEHOLDERS



OUTCOMES



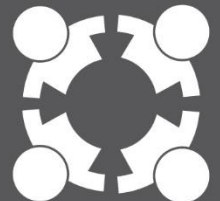
INTEGRITY



BOLDNESS



TEAMWORK



Public Sector
Industry Reference Committee
2019 Industry Skills Forecast
DRAFT

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Executive Summary

To be completed after public consultation.

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Administrative Information

Industry Reference Committee (IRC)

Public Sector

The Public Sector Industry Reference Committee (IRC) is responsible for ensuring that nationally recognised qualifications deliver the skills and knowledge required to equip the sectors under its remit with a highly skilled workforce. The sectors represent all three branches of government (the executive, the legislature and the judiciary) and comprise federal and state/territory governments, statutory bodies and state-owned corporations.

Skills Service Organisation (SSO)

SkillsIQ Limited

SkillsIQ supports 18 IRCs representing diverse 'people-facing' sectors. These sectors provide services to people in a variety of contexts such as customer, patient or client. The IRCs are collectively responsible for overseeing the development and review of training package products, including qualifications, serving the skills needs of sectors comprising almost 50 per cent of the Australian workforce.

SkillsIQ's Industry Reference Committees (IRCs)

- Aboriginal and Torres Strait Islander Health Worker
- Aged Services
- Ambulance and Paramedic
- Children's Education and Care
- Client Services
- Community Sector and Development
- Complementary Health
- Dental
- Direct Client Care and Support
- Enrolled Nursing
- First Aid
- Local Government
- Personal Services
- Public Sector
- Sport and Recreation
- Technicians Support Services
- Tourism, Travel and Hospitality
- Wholesale and Retail Services

"It takes skill to make a difference.

*We will only get skilled, valued and rounded workers when training,
employee and employer are connected in their views on continuous learning."*

SkillsIQ's Cross-sector Skills Committee

IRC Sign-off

Sign-off of this Industry Skills Forecast and Proposed Schedule of Work has been confirmed by the Public Sector Industry Reference Committee.

Guy Valentine
Chair

A. Skills Forecast

A.1 Sector Overview

Introduction

The Public Sector is comprised of federal and state/territory governments, statutory bodies and state-owned corporations. In Australia, the federal and state governments' division of responsibilities is defined in the Constitution. The Australian Government has the power to make laws for Australian territories. State governments hold their own legislative power over all matters that occur within their borders¹ unless their legislative power is ceded to the Australian Government.

The provision of services by federal and state governments employs a mix of outsourcing, government-owned corporations, public-private partnerships and direct employment models.

Job roles within the public sector are extremely varied and can span multiple areas, including policy, finance, governance and regulation, and multiple disciplines, such as education, health, transport, police and emergency services. Tasks and responsibilities of the workforce can include:²

- Policy advice and analysis
- Service delivery and citizen engagement
- Commissioning and contracting
- Managing networks.

Businesses Involved

Businesses operating in the public sector are primarily public entities located all across the country, although services are increasingly being delivered by networks of agents who may or may not be directly employed by the government.³

Some examples and counts of government employer types involved in hiring workers supported by the Public Sector Training Package across Australia include (2017):⁴

- 83 involved in central government administration
- 48 involved in state government administration
- 132 involved in justice
- 426 involved in other public order and safety services
- 357 involved in regulatory services.

Stakeholders

Key stakeholders represent a range of organisations that perform a variety of strategic, regulatory and operational roles in the Public Sector. Stakeholders play an important role during training package

¹ Australian Government, *Federation*. Retrieved from: <http://www.australia.gov.au/about-government/how-government-works/federation>. [Viewed 11 February 2019]

² The Organisation for Economic Co-operation and Development (OECD) (2015), *Government at a Glance 2015*, OECD Publishing, Paris. Retrieved from: http://dx.doi.org/10.1787/gov_glance-2015-en.

³ The Organisation for Economic Co-operation and Development (OECD) (2016) *OECD Public Governance Reviews Skills for a High Performing Civil Service* [Available at: <https://www.oecd.org/gov/pem/Skills-Highlights.pdf>]

⁴ Australian Bureau of Statistics (ABS) (2018) *Counts of Australian Businesses, including Entries and Exits, Jun 2013 to Jun 2017*, cat. no. 8165.0. Canberra.

reviews by supplying industry insights to ensure updates are in line with industry needs. Examples of stakeholder organisations include:

- Government departments and agencies (Commonwealth and state/territory-based)
- Statutory authorities
- Employee associations
- Regulators
- Registered Training Organisations (RTOs) both public and private and their representative bodies

Challenges and Opportunities

Note: These findings are based on desk research and SkillsIQ's 2019 Future Skills Survey (conducted between November 2018 and January 2019) which has been filtered to include stakeholders from the Public Sector industry only. Insights and advice from IRC members have also been used to compile and validate the information provided.

Please note the following issues noted are applicable, to different extents, across jurisdictions.

➤ Skills shortages

As is the case in other industries, the Public Sector is experiencing challenges regarding skills shortages in its workforce. Technology is an example of just one disruptor to the work environment which has impacted ways of working and the skill requirements of many job roles. The digitisation of processes has meant skills in digital literacy and data are now common requirements of many functions carried out across the Public Sector. Cuts in government budgets have also put pressure on skills needs as workplaces have had to adjust the skills composition of their teams to ensure outcomes continue to be achieved with reduced resources. The expectations and demands of constituents from the Public Sector have evolved over time and have consequently impacted many job roles and the ways in which public engagement and communications are conducted and services delivered.

The key skills gaps identified across the Public Sector include:

- **Leadership** – A diverse array of skills are associated with this, ranging from technical skills to problem solving, project management, managing staff and managing change. It is central to the performance of many roles, playing an important role in building capability and positive cultures in teams.⁵
- **Intercultural competence** – Workers will continue to need skills to understand and value the input of all employees, regardless of their cultural or demographic background. The cultural diversity of communities will continue to require that public sector service delivery and public policy development be culturally appropriate, and safe.
- **Technology** – Digital literacy and being proficient in the use of different technological platforms are essential skills and will continue to be so in the future. Without basic digital competencies, workers will not have the skills to carry out basic workplace functions or engage with internal and external stakeholders as the community has moved to digitisation.⁶

⁵ Australian Public Service Commission (2018) *State of the Service Report 2017–18*. Canberra.

⁶ Australian Information Industry Association (2017) *Jobs for Tomorrow 2017*. Retrieved from: https://aiia.com.au/data/assets/pdf_file/0020/81074/SKILLS-FOR-TODAY-JOBS-FOR-TOMORROW-FINAL.pdf

- **Data skills** – Data is a fundamental source of insight which public sector staff are increasingly drawing on to inform policy and program development and support decision-making processes. Understanding data and basic analysis and interrogation skills are important to possess in many job roles.⁷
- **Soft skills** – Soft skills include things like communication, teamwork, problem solving, emotional judgement, professional ethics and global citizenship. Deloitte Access Economics forecasts that two-thirds of jobs will be soft-skill intensive by 2030.⁸

➤ **Retention of staff and lack of career progression**

A stable and committed workforce is progressive for all work environments, and while the Public Sector encourages mobility within agencies, it is also committed to maximising the retention of staff across all levels of employment. Retention across public service agencies is a challenge, and, in 2018, half of those responding to the APS (Australian Public Service) Employee Census indicated that they had applied for a job during the past 12 months. Those staff looking to change jobs usually apply for positions within their agency (37%) or another agency within the public service (18%) rather than seek employment outside of the public service (12%). Retention of younger workers is more of a challenge for public service employers than that of older workers, and overall one in four employees (26%) indicated that the main reason they were considering leaving their employment was due to a lack of career opportunities.⁹

Long-term career progression is appealing not only to attract skilled workers to job roles but also to encourage individuals to remain in an agency. The value of staff retention for any agency lies in the capacity of that agency to retain the benefits of in-house and industry-skilled personnel in whom they would have invested in over time, and avoid additional recruitment and training costs for new staff. A number of recent initiatives have been introduced to the public sector to promote the public service as an attractive and long-term career option, including strengthening entry-level programs (part of the APS Workforce Strategy) and an APS Induction Portal (designed to support new employees in learning and engaging with the APS frameworks, values and cultures).

➤ **Ageing workforce**

An ageing population is a significant population trend impacting the future of the Public Sector workforce. Nearly half (48%) of the APS workforce is aged 45 years or over, and the average age of an APS employee has increased over the last decade to reach 43.4 years.¹⁰ Implications of an older workforce include the loss of skills and knowledge due to retirement, and retirement may be further accelerated across the sector as changes to superannuation arrangements, employment arrangements or other work conditions are made.

Succession planning has therefore never been more important for the sector than now, and in the 2018–19 budget the Government announced the *Collaborative Partnership on Mature Age Employment*, an initiative to encourage employers to collaborate to reduce age discrimination and

⁷ Government News (22 June 2018) Data skills shortage is common across state and local government: peak [Available at: <https://www.governmentnews.com.au/data-skills-shortage-is-common-across-state-and-local-government-peak/>] [Accessed 1 February 2019]/

⁸ Deloitte Access Economics (2017) *Soft skills for business success*. Retrieved from: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-deakin-soft-skills-business-success-170517.pdf>

⁹ Australian Public Service Commission (2018) *State of the Service Report 2017–18*. Canberra.

¹⁰ Australian Public Service Commission (2018) *State of the Service Report 2017–18*. Canberra.

create more mature-age friendly work environments.¹¹ Other examples of programs and processes being applied to address the impact of an ageing workforce include:¹²

- Mentoring programs
- Leadership development programs
- Workplace exchanges with other agencies or overseas.

➤ **Increased professional standards**

Local (and global) trends involving the fall in public trust across many industries, including the Public Sector, are having a significant impact on the future workforce. Whilst the Public Sector is supported by a number of comprehensive standards which underpin the values, culture and behaviours of employees (i.e. APS Values and Code of Conduct), the decline in public trust, as well as trends in staff mobility and overall change, has meant there has been a need to review the relevance and suitability of standards. In an attempt to improve public trust, and the integrity and transparency of the Public Sector and its actions and outcomes, the Australian Government has implemented a number of legislative changes and national strategies to raise the professional standards of conduct. These include legislating a new Australian Government Agencies Privacy Code and an International Open Data Charter with the aim of improving standards for data usage and protection across government¹³ and strengthening the APS Values in performance management frameworks and induction programs to ensure all workers are aware of their responsibilities. The establishment of Independent Commission Against Corruption (ICAC) bodies across jurisdictions has established processes and regulations for conducting investigations within the Public Sector.

Vocational Education and Training (VET) Qualifications Supporting Industry

The nationally recognised VET qualifications that cater to this sector are:

Government

- PSP20116 Certificate II in Government
- PSP30116 Certificate III in Government
- PSP40116 Certificate IV in Government
- PSP50116 Diploma of Government
- PSP60116 Advanced Diploma of Government

Court Operations

- PSP40216 Certificate IV in Court Operations
- PSP50216 Diploma of Court Operations

Government Security

- PSP40316 Certificate IV in Government Security
- PSP50316 Diploma of Government Security

Fraud Control

- PSP50716 Diploma of Fraud Control

Government Investigations

- PSP40416 Certificate IV in Government Investigations
- PSP50416 Diploma of Government Investigations

Procurement and Contracting

- PSP40616 Certificate IV in Procurement and Contracting
- PSP50616 Diploma of Procurement and Contracting
- PSP60616 Advanced Diploma of Procurement and Contracting

¹¹ Department of Jobs and Small Business. *Collaborative Partnership on Mature Age Employment* [Available at: <https://www.jobs.gov.au/collaborative-partnership-mature-age-employment>] [Viewed 4 February 2019]

¹² Australian Public Service Commission. *3 Mature-aged employment in the APS* [Available at: <https://www.apsc.gov.au/3-mature-aged-employment-aps>] [Viewed 4 February 2019]

¹³ Open Government Partnership Australia, *Australia National Action Plan 2016–2018* [Available at: <https://www.opengovpartnership.org/documents/australia-national-action-plan-2016-2018>] [Viewed 4 February 2019].

- PSP80116 Graduate Certificate in Strategic Procurement

Auslan

- PSP20218 – Certificate II in Auslan
- PSP30218 – Certificate III in Auslan
- PSP40818 – Certificate IV in Auslan
- PSP51018 – Diploma of Auslan.

Translating and Interpreting

- PSP60816 Advanced Diploma of Translating
- PSP50916 Diploma of Interpreting

Table 2: Number of Registered Training Organisations (RTOs) by nationally recognised **Public Sector** qualifications on scope – Public Sector Training Package Products

Qualification Code	Qualification name	No. of RTOs with qualification on scope
Government		
PSP20116	Certificate II in Government	5
PSP30116	Certificate III in Government	21
PSP40116	Certificate IV in Government	28
PSP50116	Diploma of Government	25
PSP60116	Advanced Diploma of Government	9
Court Operations		
PSP40216	Certificate IV in Court Operations	1
PSP50216	Diploma of Court Operations	1
Government Security		
PSP40316	Certificate IV in Government Security	6
PSP50316	Diploma of Government Security	5
Fraud Control		
PSP50716	Diploma of Fraud Control	8
Government Investigations		
PSP40416	Certificate IV in Government Investigations	28
PSP50416	Diploma of Government Investigations	19
Procurement and Contracting		
PSP40616	Certificate IV in Procurement and Contracting	11
PSP50616	Diploma of Procurement and Contracting	11
PSP60616	Advanced Diploma of Procurement and Contracting	6
PSP80116	Graduate Certificate in Strategic Procurement	3
Translating and Interpreting		
PSP60816	Advanced Diploma of Translating	23
PSP50916	Diploma of Interpreting	27
Auslan¹		
PSP20218	Certificate II in Auslan (released 28 June 2018)	5
PSP30218	Certificate III in Auslan (released 28 June 2018)	5
PSP40818	Certificate IV in Auslan (released 28 June 2018)	3
PSP51018	Diploma of Auslan (released 28 June 2018)	3

Source: Training.gov.au. RTOs approved to deliver this qualification. Accessed 1 February 2019.

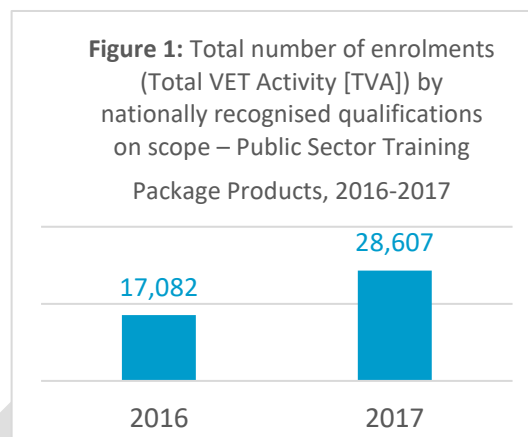
Note: 1. Auslan Qualifications were released in June 2018 and at the time of reporting a small number of RTOs had added the Qualifications to their scope.

Enrolments and Completions

In 2017, there were approximately **28,600 enrolments** across all VET qualifications catered for by the Public Sector Training Package Products. This represents an increase of 67% (equivalent to 11,525 enrolments) from the previous year (see **Figure 1**).

The most popular qualifications in 2017 were:

- PSP60816 - Advanced Diploma of Translating (6,060 enrolments) and the superseded qualification PSP61012 - Advanced Diploma of Translating (6,738 enrolments); and
- PSP50916 - Diploma of Interpreting (LOTE-English) (3,929 enrolments) and the superseded qualification PSP50916 - Diploma of Interpreting (LOTE-English) (4,475 enrolments).

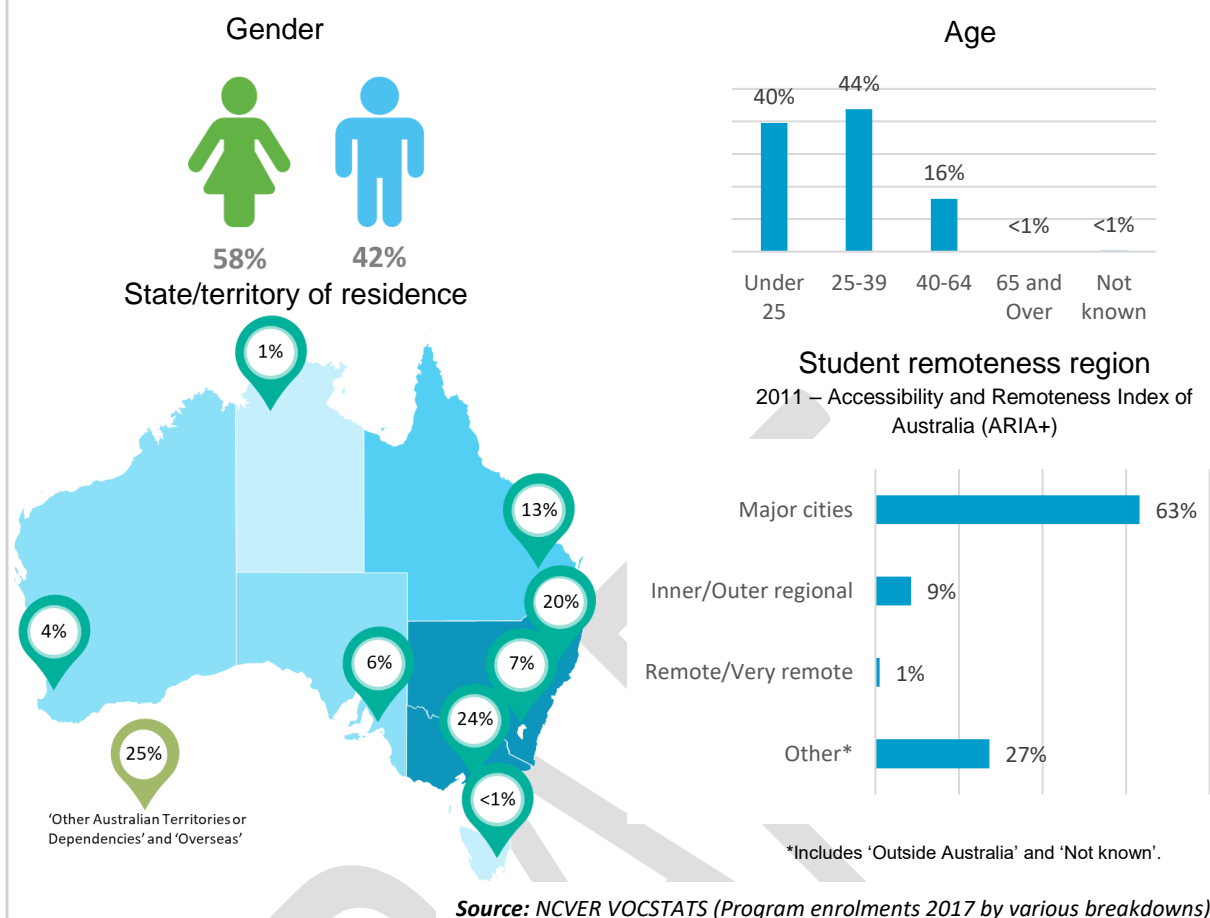


Source: NCVER VOCSTATS, Program enrolments 2017

The increase in enrolments in these qualifications account for the growth in the total number of enrolments (see **Figure 1**).

A snapshot of key traits of the *PSP Public Sector Training Package* enrolments for 2017 is provided below, followed by a breakdown of enrolments and completions for individual qualifications (see **Table 2** and **Table 3**).

2017 ENROLMENT SNAPSHOT PUBLIC SECTOR TRAINING PACKAGE PRODUCTS



General notes on statistics:

1. Enrolment and completion data is sourced from NCVER VOCSTATS (program enrolments and completions 2016–2017), accessed December 2018.
2. It is important to note that not all training providers are currently required to submit enrolment and completion data, and some figures presented may therefore under-represent the true count of enrolments and completions for a qualification. From 2018, **all** training providers will be required to submit data, and current discrepancies noted in the national NCVER figures versus actual attendance should therefore be minimal in future releases. The data presented in this report is shown for indicative purposes.
3. Figures reflect public and private RTO data.
4. Completion data for 2017 represents preliminary outcomes (i.e. not a full year).
5. *Qualifications in italics* represent superseded qualifications. Superseded qualifications from the 2012 Training Package and their respective enrolment data are included because enrolments in qualifications updated in 2017 would otherwise not be captured during the data collection period.
6. Enrolment and completion data for 2015 has been omitted. It is no longer significant as a result of new qualifications introduced in 2016 which supersede the qualifications which were relevant at that time.

Table 2: Total number of enrolments (Total VET Activity [TVA]) by nationally recognised qualifications on scope – Public Sector Training Package Products, 2016–2017

Qualification	2016	2017	Total
Government			
PSP20116 - Certificate II in Government	19	62	81
PSP30116 - Certificate III in Government	79	423	502
PSP40116 - Certificate IV in Government	210	767	977
PSP50116 - Diploma of Government	293	974	1,267
PSP60116 - Advanced Diploma of Government (Workplace inspection/ Investigations/Fraud control)	67	115	182
Court Operations			
PSP40216 - Certificate IV in Court Operations	4	8	12
PSP50216 - Diploma of Court Operations	10	5	15
Government Security			
PSP40316 - Certificate IV in Government Security	34	202	236
PSP50316 - Diploma of Government Security	30	55	85
Fraud Control			
PSP50716 - Diploma of Fraud Control	11	50	61
Government Investigations			
PSP40416 - Certificate IV in Government Investigations	370	1,236	1,606
PSP50416 - Diploma of Government Investigations	93	349	442
Procurement and Contracting			
PSP40616 - Certificate IV in Procurement and Contracting	104	377	481
PSP50616 - Diploma of Procurement and Contracting	131	320	451
PSP60616 - Advanced Diploma of Procurement and Contracting	84	137	221
PSP80116 - Graduate Certificate in Strategic Procurement	12	10	22
Translating and Interpreting			
PSP60816 - Advanced Diploma of Translating	7	6,060	6,067
PSP50916 - Diploma of Interpreting (LOTE-English)	47	3,929	3,976
Auslan¹			
PSP20218 – Certificate II in Auslan (released 28 June 2018)	-	-	-
PSP30218 – Certificate III in Auslan (released 28 June 2018)	-	-	-
PSP40818 – Certificate IV in Auslan (released 28 June 2018)	-	-	-
PSP51018 – Diploma of Auslan (released 28 June 2018)	-	-	-

Source: NCVER VOCSTATS, accessed December 2018.

Note: 1. Auslan Qualifications were released in June 2018 and at the time of reporting the Qualifications were not listed in the NCVER database with either registered enrolments or completions.

Table 3: Total number of completions (Total VET Activity [TVA]) by nationally recognised qualifications on scope – Public Sector Training Package Products, 2016-2017

Qualification	2016	2017	Total
Government			
PSP20116 - Certificate II in Government	0	23	23
PSP30116 - Certificate III in Government	4	179	183
PSP40116 - Certificate IV in Government	49	435	484
PSP50116 - Diploma of Government	202	484	686
PSP60116 - Advanced Diploma of Government (Workplace inspection/ Investigations/Fraud control)	35	68	103
Court Operations			
PSP40216 - Certificate IV in Court Operations	0	6	6
PSP50216 - Diploma of Court Operations	2	11	13
Government Security			
PSP40316 - Certificate IV in Government Security	13	98	111
PSP50316 - Diploma of Government Security	28	57	85
Fraud Control			
PSP50716 - Diploma of Fraud Control	7	26	33
Government Investigations			
PSP40416 - Certificate IV in Government Investigations	243	773	1,016
PSP50416 - Diploma of Government Investigations	80	202	282
Procurement and Contracting			
PSP40616 - Certificate IV in Procurement and Contracting	98	309	407
PSP50616 - Diploma of Procurement and Contracting	106	190	296
PSP60616 - Advanced Diploma of Procurement and Contracting	44	77	121
PSP80116 - Graduate Certificate in Strategic Procurement	13	0	13
Translating and Interpreting			
PSP60816 - Advanced Diploma of Translating	0	1,445	1,445
PSP50916 - Diploma of Interpreting (LOTE-English)	17	1,012	1,029
Auslan¹			
PSP20218 – Certificate II in Auslan <i>(released 28 June 2018)</i>	-	-	-
PSP30218 – Certificate III in Auslan <i>(released 28 June 2018)</i>	-	-	-
PSP40818 – Certificate IV in Auslan <i>(released 28 June 2018)</i>	-	-	-
PSP51018 – Diploma of Auslan <i>(released 28 June 2018)</i>	-	-	-

Source: NCVER VOCSTATS, accessed December 2018.

Note: 1. Auslan Qualifications were released in June 2018 and at the time of reporting the Qualifications were not listed in the NCVER database with either registered enrolments or completions.

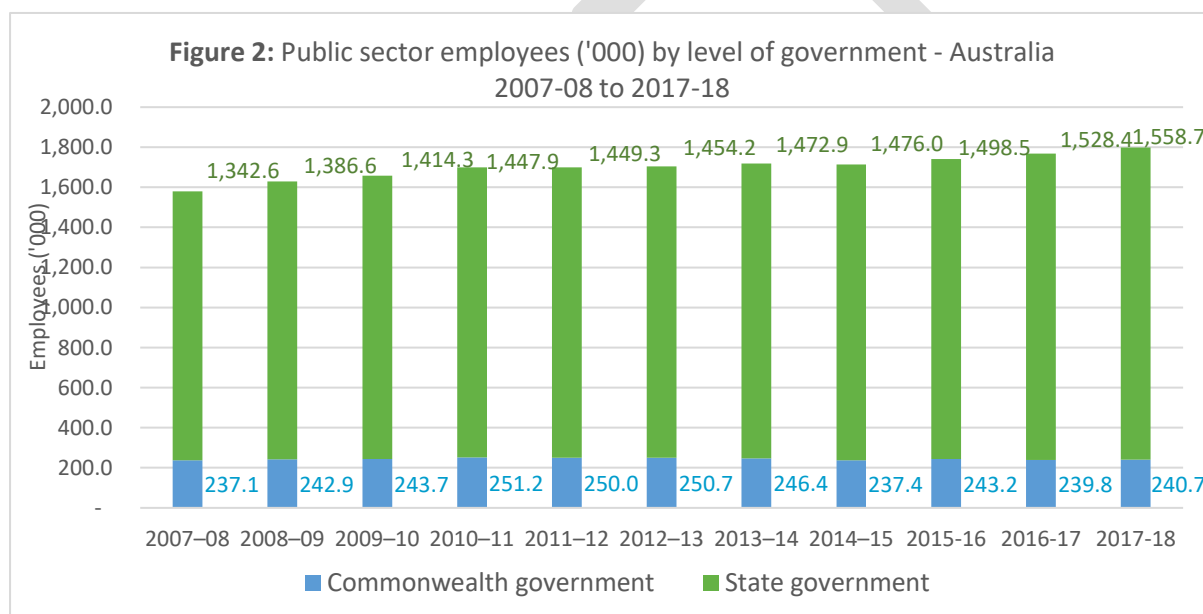
A.2 Employment and Skills Outlook Overview

Employment – Current and Projected

Note: The principal data source that provides workforce data and trends regarding roles of relevance to this training package at a national level is Census data collected by the Australian Bureau of Statistics (ABS), the Department of Jobs and Small Business and the Australian Public Service Commission's (APSC's) APS Employee Census. The workforce statistics and projections presented in this section are based on Census collections and are reported according to prescribed Australian and New Zealand Standard Industrial Classification (ANZSIC) and Australian and New Zealand Standard Classification of Occupations classifications (ANZSCO).

The current definitions, and the labelling used for some ANZSIC and ANZSCO codes, as well as the aggregation of roles across codes, can be limited in providing a true picture of some sectors' workforces. Sectors can host a multitude of job functions, and consequently comprise job titles which go beyond the categories listed in ANZSCO. The statistics in this section are provided as an indicative overview of the sector only.

There are approximately **1.8 million public sector staff (2017–18)** employed in the Commonwealth and state governments. The majority of staff are in roles within state governments (representing 87% of public sector employees) (see **Figure 2**). Please note that the Local Government sector is covered by the Local Government IRC and therefore it has not been included in this report.



Source: Australian Bureau of Statistics (ABS) (2018) *Employment and Earnings, Public Sector, Australia, 2017–18*, cat. no. 6248.0.55.002, November 2018. Canberra.

A breakdown of public sector staff numbers as provided by individual jurisdictions is summarised in **Table 4**, along with a breakdown of key traits regarding gender, age and average number of years in service. Please note that due to varying methods, timings and definitions used for data collections by jurisdictions, the sum of staff numbers across jurisdictions in **Table 4** may not be equal to the figures quoted in **Figure 2**. **Table 4** is provided as an additional source of information regarding the Public Sector workforce.

Table 4: Public Sector Workforce Comparative Measures by Jurisdiction

Measure 2015/16	Jurisdiction								Comparability**
	APS	NSW	NT	QLD	SA*	TAS*	VIC	WA	
Full-Time Equivalent	139,809	325,900	20,596	217,578	89,434	23,900	228,845	107,809	High
Headcount	155,658	393,316	22,336	259,373	108,265	30,323	284,497	135,770	High
Public Sector headcount as a proportion of state-employed persons	1.30%	10.20%	16.70%	N/A	12.85%	N/A	9.30%	5.30%	High
Female employees % (headcount)	59.00%	64.6%	63.20%	69.22%	68.86%	70.60%	67.30%	72.60%	High
Male employees % (headcount)	41.00%	35.4%	36.80%	30.78%	31.13%	29.40%	32.70%	27.40%	High
Female senior leaders % (headcount)	42.50%	37.40%	47.70%	33.39%	49.37%	39.00%	39.20%	32.70%	Medium*
Employees who identify as Aboriginal and/or Torres Strait Islanders %	3.00%	3.20%	10.00%	2.06%	1.99%	2.70%	0.40%	2.70%	Medium*
Average tenure (years)	12	9.3	7.7	11.43	13.0	12.3	N/A	9.6	High
Average age (years)	44	44	43	44	45	46	43	46	High

Source: Data in this table was supplied by the respective jurisdictions during 2018.

Note: *Figures provided by jurisdictions during February 2019.

****Comparability of the data is affected by compositional differences in the public sectors in each state, and for the 'Medium Comparability' rating it is also affected by definitional differences across states. Where the comparability rating is High in the Comparability column*, the data is directly comparable across jurisdictions. Where it is Medium, it is not. However, there are compositional differences between states' public sectors, and this has a bearing on the data. Data should be read as indicative and not as an absolute comparison.**

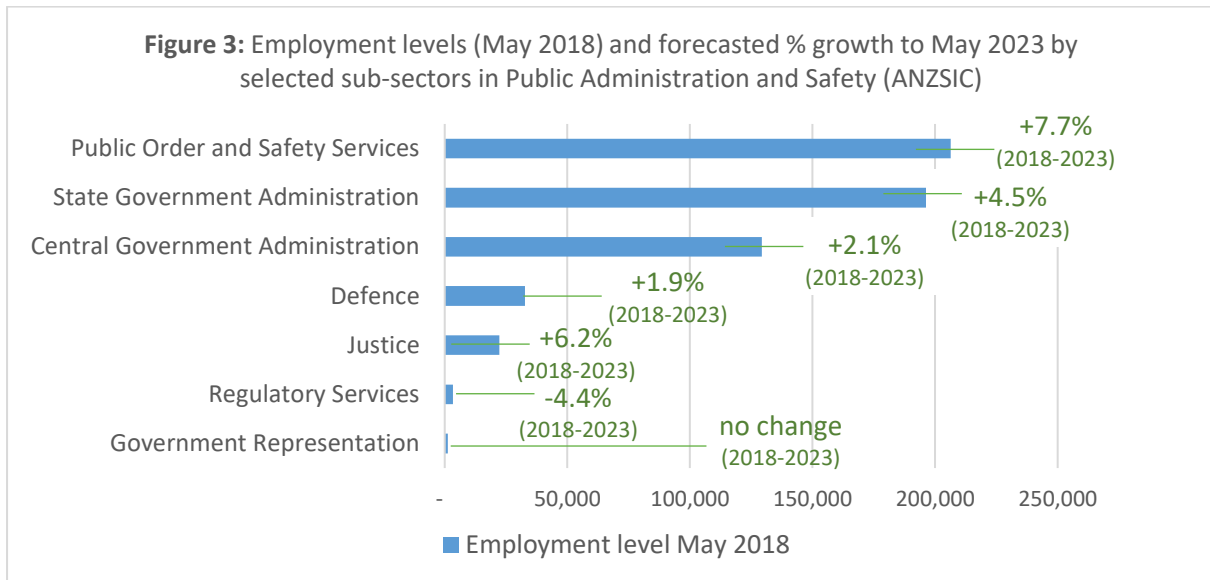
As at June 2018, there were **1,987,000** public sector employees, where **240,700** worked within the Commonwealth government, **1,558,700** in state government and **187,600** in local government.¹⁴

Due to the varying job roles and titles across the Public Sector, accurate employment projections at an occupational level are difficult to attain. However, the industry-level employment projections (based on ANZSIC classifications) released by the Department of Jobs and Small Business do provide some trends regarding the potential change in workforce demand over the next five years in some Public Sector areas. Forecasts show the highest level of growth will occur in Public Order and Safety Services (ANZSIC 771) which include:

- Police services
- Investigation and security services
- Fire protection and other emergency services

¹⁴ Australian Bureau of Statistics (ABS) (2018) *Employment and Earnings, Public Sector, Australia*, 2017-18, cat. no. 6248.0.55.002

- Correctional and detention services
- Other public order and safety services.



Sources: Department of Jobs and Small Business - 2018 Industry Employment Projections – five years to May 2023

Future Skills

Note: These findings are based on desk research as well as SkillsIQ's 2019 Future Skills Survey (conducted between November 2018 and January 2019) which has been filtered to include stakeholders from the Public Sector Services industry only. Insights and advice from IRC members has also been used to compile and validate the information provided.

The work environment across all industries is continuously evolving to adapt to external and internal industry trends. Technology, automation, Artificial Intelligence (AI), globalisation, an ageing population, shifts in workforce demographics and industry (i.e. transition from manufacturing and production to a largely service-based economy)¹⁵ are just some of the ongoing trends driving change.

The Public Sector, like others, has been impacted by these trends and, as a result, so too have the skills needs of the workforce. Whilst technical skills to perform job tasks are imperative, government employers in the short-to-medium future will be looking beyond this and have indicated that it will be important for workers in their organisations to be **equipped with key soft skills**:



Teamwork and communication



Critical thinking



Research



Analytical thinking and innovation

These results are in line with wider studies, including the World Economic Forum and its *Future of Jobs Survey 2018* which indicates that the top 10 skills in the highest demand in 2022 will include **analytical thinking and innovation, creativity, originality and initiative, critical thinking, complex problem-solving, leadership, people management and emotional intelligence**.¹⁶

The VET system plays a pivotal role in supporting employers and employees to adapt to technologies and changes in the workplace. Its role in skilling the workforce with current and emerging skills needs will only grow more strongly in the future as it continues to support individuals to enter the workplace or transition into different roles.¹⁷

¹⁵ Payton, A, Knight, G, 2018, *Skills for a global future*, NCVER, Adelaide. [Available at https://www.ncver.edu.au/data/assets/pdf_file/0041/3179885/Skills-for-a-global-future.pdf]

¹⁶ World Economic Forum (2018) *The Future of Jobs Report 2018*, Centre for the New Economy Society. Switzerland [Available at: http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf]

¹⁷ Innovation and Science Australia 2017, *Australia 2030: prosperity through innovation*, Australian Government, Canberra.

Key Generic Skills – Ranked in Order of Importance

The 12 generic skills listed below, including the descriptors, were provided by the Department of Education and Training for the purpose of being ranked by industry representatives. For the 2019 ranking exercise, an 'Other' generic skill option was included in the list to capture any additional key skills considered important for an industry. Please note that, in this case, no other generic skills were identified.

1	Design mindset / Thinking critically / System thinking / Solving problems - Ability to adapt products to rapidly shifting consumer tastes and trends. Ability to determine the deeper meaning or significance of what is being expressed via technology. Ability to understand how things that are regarded as systems influence one another within a complete entity, or larger system. Ability to think holistically.
2	Managerial / Leadership - Ability to effectively communicate with all functional areas in the organisation. Ability to represent and develop tasks and work processes for desired outcomes. Ability to oversee processes, guide initiatives and steer employees toward achievement of goals.
3	Communication / Collaboration including virtual collaboration/ Social intelligence - Ability to understand and apply the principles of creating more value for customers with fewer resources (lean manufacturing) and collaborative skills. Ability to critically assess and develop content that uses new media forms and leverage these media for persuasive communications. Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions.
4	Data analysis skills - Ability to translate vast amounts of data into abstract concepts and understand data-based reasoning. Ability to use data effectively to improve programs, processes and business outcomes. Ability to work with large amounts of data: facts, figures, number crunching, analysing results.
5	Language, Literacy and Numeracy (LLN) - Foundation skills of literacy and numeracy.
6	Technology use and application skills - Ability to create and/or use technical means, understand their interrelation with life, society, and the environment. Ability to understand and apply scientific or industrial processes, inventions, methods, etc. Ability to deal with increasing mechanisation and automation and computerisation. Ability to do work from mobile devices rather than from paper.
7	Customer service / Marketing - Ability to interact with other human beings, whether helping them find, choose or buy something. Ability to supply customers' wants and needs both via face-to-face interactions or digital technology. Ability to manage online sales and marketing. Ability to understand and manage digital products.
8	Learning agility / Information literacy / Intellectual autonomy and self-management - Ability to identify a need for information. Ability to identify, locate, evaluate, and effectively use and cite the information. Ability to discriminate and filter information for importance. Ability to do more with less. Ability to quickly develop a working knowledge of new systems to fulfil the expectations of a job.
9	Environmental and Sustainability - Ability to focus on problem solving and the development of applied solutions to environmental issues and resource pressures at local, national and international levels.
10	Science, Technology, Engineering and Maths (STEM) - Sciences, mathematics and scientific literacy.
11	Entrepreneurial - Ability to take any idea, whether it be a product and/or service, and turn that concept into reality and not only bring it to market, but make it a viable product and/or service. Ability to focus on the very next step to get closer to the ultimate goal.
12	Financial - Ability to understand and apply core financial literacy concepts and metrics, streamlining processes such as budgeting, forecasting, and reporting, and stepping up compliance. Ability to manage costs and resources, and drive efficiency.

A.3 Key Drivers for Change and Proposed Responses Overview

Key Drivers

The Public Sector IRC has identified qualifications where further investigation of the data available and consultation within the sector is required. The areas covered by the qualifications are:

- Radiation Safety
- Governance
- Trade Measurement
- Government Investigations
- Government Security, and
- Finance and Performance-based Contracting (specifically within Defence).

The drivers for reviewing the Qualification areas above are various, and represent a combination of Public Sector-wide and area-specific elements which have been changing over time:

- **Low enrolments for training** – Some Qualifications have continuously attracted low or zero enrolments over time, and the reasons for this are currently unidentified. An example is the *Graduate Certificate in Radiation Safety*. Some states and territories are showing nil enrolments for Qualifications and understanding the reasons for this is therefore critical to support future decisions for deleting or retaining qualifications.
- **Government regulation and legislation changes** – The federal, state and territory governments have been implementing a number of changes impacting the functions and ways of working of the Public Sector workforce. The aim of the changes has been to improve public trust in the Public Sector and increase the professionalism of the workforce. Regulatory and legislative developments pertaining to government investigations (i.e. the Independent Commission Against Corruption [ICAC]) and government security (e.g. data) have been instigating change in protocols and processes which therefore need to be reflected in the Training Package Products, to ensure skills training matches industry practices. This will also improve the confidence of employers in the currency of Qualifications relating to these areas.
- **Skills gaps** – technological innovations, as well as the increasing importance of using data to support outcomes, has meant that digital and data skills are now key requirements in many Public Sector job roles. ICT developments are particularly having an impact on the skills needs of entry-level positions and early career roles in Public Sector agencies.
- **Ageing workforce** – The Public Sector is challenged with a workforce characterised as ageing, with nearly half (48%) of the APS workforce aged 45 years or over. Attraction and development of staff to address the effects of an ageing workforce is a focus for many agencies, including introducing lifelong learning opportunities.
- **Cross-sector applicability** – The integration and consistency between the Defence Training Package Products and Performance Based Contracting need to be reviewed to determine the potential for broader applicability across the sector, as well as cross-sectoral.

Proposed Responses

To address these workforce skills issues, it is proposed that an update of the following qualifications and skill sets in the training package be conducted:

Radiation Safety (not currently on scope for RTOs) <ul style="list-style-type: none"> PSP80216 Graduate Certificate in Radiation Safety
Trade Measurement <ul style="list-style-type: none"> PSP40516 Certificate IV in Trade Measurement PSP50516 Diploma of Trade Measurement
Governance <ul style="list-style-type: none"> PSP20116 Certificate II in Government PSP30116 Certificate III in Government PSP40116 Certificate IV in Government PSP50116 Diploma of Government PSP60116 Advanced Diploma of Government PSP40716 Certificate IV in Heavy Vehicle Road Compliance
Government Investigations <ul style="list-style-type: none"> PSP40416 Certificate IV in Government Investigations PSP50416 Diploma of Government Investigations
Government Security <ul style="list-style-type: none"> PSP40316 Certificate IV in Government Security PSP50316 Diploma of Government Security PSP50716 Diploma of Fraud Control
Finance and Performance-based Contracting <ul style="list-style-type: none"> NEW Finance and Performance-based Contracting qualification

A number of key risks have been identified and are tabled below in the event that the update of the training package products (in line with the articulated needs of industry) is **not** actioned.

Stakeholder	Risk of no change
Employers (i.e. public agencies, etc.)	<ul style="list-style-type: none"> Qualifications that are either obsolete, or not fit for purpose remain in the Training Package Changes in regulatory standards are not reflected in training and employers are not supplied with a suitably skilled pool of graduates. Professionalism of the workforce may not be structured as well as it could be with a set of qualifications aligned to old occupational standards Transparency and integrity requirements may not be clear to staff Loss of staff within an ageing workforce could result in skills and knowledge gaps without professional development and upskilling of new recruits It may be difficult to compete with other sectors with clear career development options and thereby attract and retain staff.

Employees	<ul style="list-style-type: none"> - Professionalism of workforce will not be improved as staff are not exposed to most up-to-date areas of practice. - Misunderstanding of contemporary expectations and requirements of employees in the public sector - Lack of awareness about innovative practices and ICT in the public sector environment - Potential breaches in legislative and regulatory standards.
Students	<ul style="list-style-type: none"> - Completion of qualifications that are not aligned to current and future job roles or skills valued in the sector - Opportunity cost of not participating in learning opportunities.
Training Providers	<ul style="list-style-type: none"> - Obsolete qualifications may be retained on scope - Delivery of qualifications that are not aligned to current and future job roles or skills valued in the sector - Currency of qualifications being delivered is not aligned to legislative requirements.

A.4 Consultation Undertaken

A widespread **multichannel consultation** involving the following stakeholders has been conducted to identify and substantiate the key skills gaps and training needs of the sector, and to determine whether or not there is a need to update the respective training package products:

- All Public Sector Industry Reference Committee (IRC) members representing the following key bodies:
 - Department of Employment, Small Business and Training (QLD)
 - Office of the Commissioner for Public Employment (NT)
 - State Service Management Office, Department of Premier and Cabinet (Tas)
 - Public Sector Commission (WA)
 - Department of the Premier and Cabinet, Office for the Public Sector (SA)
 - Department of Defence – Australian Defence National Skills Framework, Directorate of Learning Capability Development
 - Community and Public Sector Union (CPSU).
- Networks of the Public Sector IRC members
- A national online survey distributed via the SkillsIQ database between November 2018 and January 2019 that sought to identify top skills needs and priority industry issues
- Public consultation on the draft Industry Skills Forecast – to be publicised to over 17,000 stakeholders registered in SkillsIQ's database network
- The Industry Skills Forecast, including the Proposed Schedule of Work – to be promoted to stakeholders and made available via SkillsIQ's website.

A full list of stakeholders is supplied at **Appendix A**.

B. Proposed Schedule of Work

2019–20

In summary, the six projects proposed (i.e. Projects 1 to 6) for 2019–20 represent:

- 14 existing Qualifications
- 1 new Qualification
- 295 existing Units of Competency
- 12 new Units of Competency.

Year	Project Title and Descriptor
2019–20	<p>1. Radiation Safety The IRC has identified that, as this is not on the scope of any RTO, it can potentially be removed.</p> <p>Further investigation of the data available and consultation within the sector is required.</p> <ul style="list-style-type: none"> • PSP80216 Graduate Certificate in Radiation Safety.
2019–20	<p>2. Trade Measurement The IRC proposes updating the following qualifications and any associated skill sets and units of competency relating to trade measurement job roles:</p> <ul style="list-style-type: none"> • PSP40516 Certificate IV in Trade Measurement • PSP50516 Diploma of Trade Measurement. <p>Full examination of these qualifications is required, as they have low enrolments and low scope numbers, which may result in the deletion of the qualifications. However, it may be that some of the units contained in these qualifications are retained in other qualifications as they are currently being imported as electives.</p>
2019–20	<p>3. Governance The IRC proposes updating the following qualifications and any associated skill sets and units of competency relating to Governance job roles:</p> <ul style="list-style-type: none"> • PSP20116 Certificate II in Government • PSP30116 Certificate III in Government • PSP40116 Certificate IV in Government • PSP50116 Diploma of Government • PSP60116 Advanced Diploma of Government • PSP40716 Certificate IV in Heavy Vehicle Road Compliance <p>Updates to these qualifications will ensure they reflect current industry practice.</p>
2019–20	<p>4. Government Investigations The IRC proposes updating the following qualifications and any associated skill sets and units of competency relating to Government Investigations job roles:</p> <ul style="list-style-type: none"> • PSP40416 Certificate IV in Government Investigations • PSP50416 Diploma of Government Investigations. <p>These qualifications are subject to regulatory and legislative requirements and require updating to ensure they remain in line with current regulatory standards.</p>

2019–20	<p>5. Government Security</p> <p>The IRC proposes updating the following qualifications and any associated skill sets and units of competency relating to Government Security job roles:</p> <ul style="list-style-type: none"> • PSP40316 Certificate IV in Government Security • PSP50316 Diploma of Government Security • PSP50716 Diploma of Fraud Control. <p>Updating these qualifications will ensure they remain in line with current industry practices. The update will incorporate looking at some of the units coming out of the recent cross-sector projects on Big Data and Cybersecurity to see if they are appropriate to import in order to address skills gaps in these areas.</p>
2019–20	<p>6. Finance and Performance-based Contracting</p> <p>The IRC proposes developing the following qualification and any associated skill sets and units of competency relating to Finance and Performance-based Contracting job roles:</p> <ul style="list-style-type: none"> • NEW: Finance and Performance-based Contracting qualification. <p>This follows on from work done previously in the Defence Training Package and looks to determine the applicability of this qualification across the broader public sector and potentially integrate the units and qualification into the Public Sector Training package, avoiding duplication.</p>

2020–21

Year	Project Title and Descriptor
2020–21	<i>None specified</i>

C. 2019–20 Project Details

Project 1 - Radiation Safety	
Description:	<p>The IRC has identified that, as the following qualification is not on the scope of any RTO, it can potentially be removed. Further investigation of the data available and consultation within the sector is required.</p> <ul style="list-style-type: none"> PSP80216 Graduate Certificate in Radiation Safety
Rationale:	<p>This Qualification is not on the scope of any RTO, and a thorough review is therefore required to understand why this is so. Why are training providers not including it in their scope? Is the content obsolete? Are employers accessing training elsewhere?</p> <p>Industry feedback collected so far indicates that it is an obsolete Qualification and does not incorporate the varying requirements of jurisdictions.</p> <p>Before a recommendation for deleting this Training Package Product is made, clarification with the Australian Radiation Protection and Nuclear Safety Agency (ARPNSA), the federal regulator, will be sought to clarify training needs.</p> <p>In summary, key changes proposed include:</p> <p>→ A thorough review of the Qualification with the purpose of recommending it be deleted if wider sector consultation supports this.</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the priority:</p> <ul style="list-style-type: none"> Obsolete and duplicate qualifications to be removed from the system.
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars and one-on-one interviews and, if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 6 months</p> <p>A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
<p>Summary of components:</p> <ul style="list-style-type: none"> Training Package/s to be Developed/Updated: PSP Public Sector Training Package Qualification/s to be Developed/ Updated: One (1) Skill Set/s to be Developed/ Updated: Nil Unit/s of Competency to be Developed/Updated: Seven (7) 	

Project 2 - Trade Measurement	
Description:	<p>The IRC proposes a full examination of these two qualifications:</p> <ul style="list-style-type: none"> • PSP40516 Certificate IV in Trade Measurement • PSP50516 Diploma of Trade Measurement.
Rationale:	<p>These Qualifications are not currently on the scope of any RTO, and NCVER program enrolment data shows that past enrolments were very low, with only three enrolments registered in 2017 for <i>PSP40516 Certificate IV in Trade Measurement</i>.</p> <p>Industry feedback collected so far indicates that these may be obsolete Qualifications. However, the individual Units of Competency need to be further reviewed as there may be potential to retain the Units in other qualifications where they are currently being imported as electives.</p> <p>In summary, key changes proposed include:</p> <p>→ A thorough review of the Qualifications with the purpose of recommending they be deleted if wider sector consultation supports this, and updating the Units of Competency if consultation considers they are important to retain as electives for other Qualifications.</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the following priorities:</p> <ul style="list-style-type: none"> • Obsolete and duplicate qualifications to be removed from the system • More information about industry's expectations of training delivery to be made available to training providers to improve their delivery and to consumers to enable more informed choices.
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars and one-on-one interviews, and if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 9 months</p> <p>A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
<p>Summary of components:</p> <ul style="list-style-type: none"> • Training Package/s to be Developed/Updated: PSP Public Sector Training Package • Qualification/s to be Developed/ Updated: One (1) • Skill Set/s to be Developed/ Updated: Nil • Unit/s of Competency to be Developed/Updated: 15 	

Project 3 - Governance	
Description:	<p>The IRC proposes to update the following qualifications and any associated skill sets and units of competency relating to governance job roles:</p> <ul style="list-style-type: none"> • PSP20116 Certificate II in Government • PSP30116 Certificate III in Government • PSP40116 Certificate IV in Government • PSP50116 Diploma of Government • PSP60116 Advanced Diploma of Government • PSP40716 Certificate IV in Heavy Vehicle Road Compliance.
Rationale:	<p>The offer of Qualifications by RTOs across jurisdictions is varied, and take-up (i.e. enrolments) is just as varied and low. For example, in Queensland, only one RTO has on scope the <i>Certificate III in Government</i>. The <i>Certificate II in Government</i> instead seems to be predominantly delivered by RTOs in Western Australia. In New South Wales, the <i>Certificate IV in Heavy Vehicle Road Compliance</i> is on scope for delivery by Transport for NSW. However, there is uncertainty as to how it is being used, as nil enrolments are registered for the Qualification.</p> <p>The work environment has evolved significantly over the years. Practices and protocols regarding ICT use, and data privacy and security, have shaped the way in which staff are expected to communicate and work with data and technology. Training therefore needs to reflect current industry practices.</p> <p>In summary, key changes proposed include:</p> <p>→ A thorough mapping exercise to determine career pathways, and a review of content, language, and terminology used across all the Training Package Products (e.g. Units of Competency and Skills Sets).</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the following priorities:</p> <ul style="list-style-type: none"> • Obsolete and duplicate qualifications to be removed from the system • More information about industry's expectations of training delivery to be made available to training providers to improve their delivery and to consumers to enable more informed choices • The training system to better support individuals to move easily between related occupations.
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars and one-on-one interviews and, if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 12 months</p> <p>A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
Summary of components: <ul style="list-style-type: none"> • Training Package/s to be Developed/Updated: PSP Public Sector Training Package • Qualification/s to be Developed/ Updated: Six (6) 	

Project 4 - Government Investigations	
Description:	<p>Government Investigations</p> <p>The IRC proposes to update the following qualifications and any associated skill sets and units of competency relating to Government Investigations job roles:</p> <ul style="list-style-type: none"> • PSP40416 Certificate IV in Government Investigations • PSP50416 Diploma of Government Investigations.
Rationale:	<p>These qualifications are subject to regulatory and legislative requirements and require updating to ensure they remain in line with current regulatory standards.</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the following priorities:</p> <ul style="list-style-type: none"> • Obsolete and duplicate qualifications to be removed from the system • More information about industry's expectations of training delivery to be made available to training providers to improve their delivery and to consumers to enable more informed choices • The training system better support individuals to move more easily between related occupations.
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars and one-on-one interviews and, if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 9 months</p> <p>A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
<p>Summary of components:</p> <ul style="list-style-type: none"> • Training Package/s to be Developed/Updated: PSP Public Sector Training Package • Qualification/s to be Developed/ Updated: Two (2) 	

Project 5 - Government Security	
Description:	<p>The IRC proposes updating the following qualifications and any associated skill sets and units of competency relating to Government Security job roles:</p> <ul style="list-style-type: none"> • PSP40316 Certificate IV in Government Security • PSP50316 Diploma of Government Security • PSP50716 Diploma of Fraud Control.
Rationale:	<p>Update to remain in line with current industry practices. The update will incorporate looking at some of the units coming out of the recent Cross-sector projects on Big Data and Cybersecurity to see if they are appropriate to import in order to address skills gaps in these areas.</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the following priorities:</p> <ul style="list-style-type: none"> • Obsolete and duplicate qualifications to be removed from the system • More information about industry's expectations of training delivery to be made available to training providers to improve their delivery and to consumers to enable more informed choices • The training system to better support individuals to move more easily between related occupations.
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars, and one-on-one interviews and, if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 9 months A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
<p>Summary of components:</p> <ul style="list-style-type: none"> • Training Package/s to be Developed/Updated: PSP Public Sector Training Package • Qualification/s to be Developed/ Updated: Three (3) 	

Project 6 - Finance and Performance-based Contracting	
Description:	<p>The IRC proposes to develop the following qualification and any associated skill sets and units of competency relating to Finance and Performance-based Contracting job roles:</p> <ul style="list-style-type: none"> • NEW: Finance and Performance-based Contracting qualification
Rationale:	<p>This follows on from work done previously in the Defence Training Package and looks to determine the applicability of this qualification across the broader Public Sector and potentially integrate the Units and Qualification into the Public Sector Training package.</p> <p>The work is proposed to avoid duplication across Training Packages.</p>
Ministers' Priorities Addressed:	<p>This project is an opportunity to support the Council of Australian Governments (COAG) Industry and Skills Council to specifically address the following priorities:</p> <ul style="list-style-type: none"> • Obsolete and duplicate qualifications to be removed from the system • More information about industry's expectations of training delivery to be made available to training providers to improve their delivery and to consumers to enable more informed choices • The training system to better support individuals to move more easily between related occupations
Consultation Plan:	<p>National peak bodies, key industry players, as well as broader stakeholders across the sector (e.g. employers) will be consulted throughout the course of the project. National industry consultation will also be conducted via webinars and one-on-one interview, and, if applicable, there will be opportunities for all interested parties to provide comments online via SkillsIQ's Online Feedback Forum.</p>
Scope of Project Overview - Timing:	<p>Estimated duration: 12 months</p> <p>A detailed project plan outlining key dates will be developed and aligned to the Activity Order date once known.</p>
Summary of components: <ul style="list-style-type: none"> • Qualification/s to be Developed/ Updated: One (1) • Unit/s of Competency to be Developed/Updated: 12 	

Appendix A: Stakeholder Consultation

Name of Stakeholder	Organisation	Jurisdiction
Public Sector IRC member		
Guy Valentine	Department of Employment, Small Business	QLD
Libby Doney	Office of the Commissioner for Public Employment	NT
Louise Mills	Department of Premier and Cabinet	TAS
Kristabel Rosario	Public Sector Commission (WA)	WA
Vy Collins	Department of the Premier and Cabinet, Office for the	SA
Louise Barrett	Public Service Commission	QLD
Lynda Douglas	AD National Skills Framework, Directorate of Learning	ACT
Karen Batt	Community and Public Sector Union	VIC