



Improving Workforce Capability for Cloud Transition

Cloud Policy Fact Sheet 2.3

Transitioning to a cloud environment will require agencies to ensure that the appropriate skills are available to successfully identify, deploy and maintain cloud solutions during and beyond adoption. Agencies may be required to upskill their workforce or selectively contract out their requirements as ICT teams move towards becoming cloud service brokers. Determining how to access these skills will assist in developing your business case and planning for any additional resources.

Objective

Determine whether the skills required can be developed through training or accessed through specialist expertise.

Process

Identify the gaps in skills and resources and through developing a workforce development plan (see Factsheet “Prepare a workforce development plan”). This initial step will assist in determining the new skills your agency needs, the number of employees required, and steps needed to meet these requirements.

You may find that your staff are well qualified to manage specific areas of the business such as data centre management or architecture, but transitioning to the cloud will require additional skill sets that need to be developed or sourced. There are several ways this can be achieved.

1. Invest in employee development. Some cloud-centric skills may be missing from your team, and hiring specialist experts to fill these gaps may be required. Before you start recruiting externally, look inside your agency first to find staff that are capable of learning these new, necessary skills that support cloud transition. You may need to:
 - Dedicate a portion of your budget towards education and training;
 - Use Employee Development Plans to identify training needs;
 - Develop mentoring relationships for transfer of knowledge and expertise; and/or
 - Encourage attendance at relevant industry and networking events.
2. There may be skills that you still need to acquire, or adjust staffing levels to properly execute your transition. At this point, you will have to recruit new staff, bring in external specialists and/or outsource some of your migration tasks. Additional skills required for cloud transition can be achieved through any combination of these options.

3. Review your agency's governance and management processes to ensure they reflect the size, design, architecture and security that these new cloud-based systems will require. More specifically, your governance policy may need to include guidelines for specific items such as the development change control process, standards for design of infrastructure, resilience, backup or disaster recovery, monitoring infrastructure and applications, programming and security standards.

Useful Tools

[Australian Public Service Commission, 2012. Agency ICT workforce planning self-assessment guide](#)

[Australian Public Service Commission, 2010-2013 Whole of government ICT strategic workforce plan](#)

Related Cloud Policy Fact Sheets:

2.1 Assess workforce capability

2.2 Prepare a workforce development plan