Government of **Western Australia**
Department of **the Premier and Cabinet**
Office of Digital Government

Reviewing Workforce Capability for Cloud Transition

Cloud Policy Fact Sheet 2.4

Regularly reviewing and updating job description forms is necessary to capture changed tasks or responsibilities within an agency. It allows ICT managers to ensure roles keep abreast of the evolving nature of cloud computing and your agency's business needs. Reviewing the structure of your service delivery teams allows you to reassess the capabilities that are available and allow you to manage your workforce requirements accordingly.

Objective

Regularly review job description forms and update where necessary.

Process

Job description forms (JDFs) should be reviewed and updated where necessary to recognise the skills needed to migrate the agency to cloud and the ongoing management that will be required. The Skills Framework for the Information Age (SFIA) identifies the skills required for ICT roles and should be used to assist in developing and reviewing JDFs.

JDFs will need to be updated to consider:

1. Innovation skills - cloud represents a whole new way of doing business and as such will need to look beyond present experiences and employ innovative ideas. Staff will be required to design and implement cloud-optimised solutions with consideration for cloud sensitivities such as latency, performance and security.

2. Business communication, leadership and project management skills - transition to the cloud and the ongoing management requires the alignment of ICT and business objectives to deliver cloud capability. ICT needs to build its proficiency in communicating with business groups so to secure resources, demonstrate savings, report on expenditure, and build support across the agency.

3. Vendor relationship and negotiating skills that include:

   - Negotiating skills to successfully acquire fit for purpose cloud products within budget.
   - Managing cloud solutions efficiently to keep charges to a minimum.
   - Contract management skills to track and monitor data to ensure compliance to negotiated contracts.
   - Reporting skills to provide analyses such as contract terms, dollar spend, process compliance and to analyse the financial benefits of cloud-based services to support business cases.

4. Business architectural, analysis and planning skills – to ensure that the architecture that is in place is fit for purpose and service-oriented. This requires ICT and business managers to identify and plan their requirements to define how technology purchases will meet their objectives.

5. Technical proficiency – Technical level jobs require software engineering proficiency to develop cloud ready applications, such as those built on open standards, network development, monitoring and security skills. ICT staff will be required to customise cloud services to deliver new functionality using modular cloud SaaS platforms and other workflow technologies.

6. Review the structure of your service delivery teams. Traditionally, agency ICT divisions have been the in-house provider of ICT services. Adoption of cloud services will require a change in team roles and mindset as the team shifts from producing and managing ICT assets to a broker of ICT services. Brokering services will require staff to:

- facilitate the acquisition of cloud services (e.g. procurement and contract management);
- assess the benefits, risks and costs of business requirements against cloud offerings;
- manage workloads and capabilities across a portfolio of service providers;
- manage service demand, optimise consumption, licenses and associated costs;
- monitor and manage service quality and supplier performance; and
- understand the wider cloud market to optimise spending and manage service lifecycles.

Useful Tools

State of Western Australia, 2017. Information and communications technology capability framework: A guide for practitioners and leaders in information and communications technology (ICT).

SFIA – The Skills Framework for the Information Age - describes skills required by professionals in roles involving information and communications technology.

Public Sector Commission, 2016. Capability Profile: Levels 1-6 Guidelines.