

2025 **Federal & State/ Territory Government**

I Workforce Insights Report



**PUBLIC SKILLS
AUSTRALIA**
PUBLIC SAFETY SKILLS AUSTRALIA LTD

JSC

Jobs and Skills Council
Public Safety and Government
An Australian Government Initiative

Table of Contents		
Workforce Insights Overview		04-05
Executive Summary		04
Introduction		05
Methodology		05
Industry Overview		06-15
Federal Government		07-08
State/Territory Government		09-11
Occupational Shortage List		12-13
The PSP Public Sector Training Package		14-15
2024 Megatrend Recaps		16
2025 Workforce Insights		17-25
Unclear Understanding of Workforce Skills Needs		18-22
Legislative Requirements and Differing		
Levels of Workforce Planning Maturity		18-22
Identification of skilling needs across the		
Federal and State/Territory public sector		18-19
Usage of Pathway Programs to Address Critical Skills Needs		23-25
Strategies and Engagement		26-40
2024 Strategy Update		26-27
2025 Proposed Strategies		28-30
2025 Stakeholder Engagement		31
Existing Strategies		32-37
Government Initiatives		38-40
Looking Ahead to 2026		42-43
Appendices A-B		45-47

About Public Skills Australia

Public Skills Australia is the Jobs and Skills Council (JSC) for the Public Safety and Government industry. The primary objective of Public Skills Australia is to support the Correctional Services, Defence, Federal and State/Territory and Local Government, Fire and Emergency Services and Police industry-sectors, to train, develop and promote a highly skilled, effective and efficient Public Safety and Government workforce. To achieve this objective, Public Skills Australia works closely with employer and employee bodies and volunteer associations within these industry-sectors, to identify and mitigate workforce challenges and support future skilling.



Public Skills Australia is committed to:

- undertaking data analysis, research and employing strategic foresight tools to understand current workforce challenges and develop future Workforce Insights Reports (referred to as Workforce Plans in 2024)
- developing quality training products to strengthen the skills and capabilities of these industry-sectors
- monitoring and promoting the implementation of training products
- consulting with, advocating for and promoting the needs of these industry-sectors.

Copyright
Citation or use of all, or part of this report must be attributed as follows:
© Public Skills Australia, 2025 Federal and State/Territory Government Workforce Insights Report.

Disclaimer
Public Safety Skills Australia Limited has made every effort to ensure that the information and data contained in this report is accurate, up to date and have been sourced and referenced appropriately. Whilst care and diligence has been taken in the preparation of this Workforce Insights Report, Public Safety Skills Australia Limited does not accept responsibility for inaccuracies contained in external data sources or responsibility for any loss or damage suffered resulting from this information.

Acknowledgements
Public Skills Australia acknowledges the contributions of industry representatives, who gave their valuable time and effort to contribute to this Workforce Insights Report. We further acknowledge the Department of Employment and Workplace Relations who provide the funding for workforce planning under the Jobs and Skills Council program.

Executive Summary

As a JSC, Public Skills Australia develops annual Workforce Insights Reports relevant to each industry-sector's evolving workforce challenges. In the development of the 2025 Workforce Insight Reports, Public Skills Australia sought to build upon the existing findings from the 2024 Workforce Plans and develop deeper insights through broader engagement with industry.

The 2025 Federal and State/Territory Government Workforce Insights Report provides a holistic analysis of the Federal and State/Territory Government industry-sector, its workforce, and the challenges it faces. More importantly, this report communicates industry insights about workforce challenges and identifies strategies to mitigate them.

IDENTIFIED CHALLENGES

1

Unclear understanding of workforce skills needs across the public sector

Due to diverse workforce planning approaches across the Federal and State/Territory Government workforces, the identification of common and consistent public sector skills needs is an ongoing challenge.

2

Usage of pathway programs to address critical public sector skills needs

Public sector traineeship and apprenticeship pathways generally provide broad-based public sector skills and do not provide trainees/apprentices a clear occupational pathway into public sector roles.

PROPOSED STRATEGIES

1

Proposal to conduct a Cross-Jurisdictional Current and Future Skills Audit for the Public Sector

Draft a proposal to gain support to undertake an audit of current and emerging public sector skills gaps across all Federal and State/Territory Government industry-sectors, to support consistency of public sector workforce planning.

2

Proposal to review VET Traineeship and Apprenticeship pathways into the Public Sector

Draft a proposal to undertake the mapping of current traineeship and apprenticeship pathways into public sector roles and potentially identify good practice in the implementation of these programs.

Introduction

The 2025 Federal and State/Territory Government Workforce Insights Report explores the unique workforce challenges within the Federal and State/Territory Government industry-sectors. This report presents the approach taken by Public Skills Australia towards data analysis, research, and consultation.

The Workforce Insights Report also highlights the depth and breadth of stakeholder engagement activities. Through deeper engagement and consultation with industry, Public Skills Australia has collected diverse and nuanced perspectives regarding workforce challenges within the Federal and State/Territory Government industry-sector. This includes the mapping of existing strategies and initiatives that are

underway in the Federal and State/Territory Government industry-sector.

The research conducted in the development of the 2025 Federal and State/Territory Government Workforce Insights Report provides the foundation for the proposal of practical strategies to support the Federal and State/Territory Government industry-sectors in mitigating identified workforce challenges. The Workforce Insights Report will be used to mobilise future research and consultation efforts with key industry stakeholders, which will enable Public Skills Australia to build on a deeper analysis of current and emerging workforce challenges in the Federal and State/Territory Government industry-sector.

Methodology

Public Skills Australia's Workforce Insights Reports are supported by a combination of qualitative and quantitative data obtained from primary and secondary sources. Insights from stakeholder consultations have been thematically analysed to identify common challenges and trends, while quantitative data from publicly available datasets were used to validate these findings and provide measurable evidence of workforce trends. This integrated approach ensures that the experiences and observations of industry stakeholders and empirical data inform the analysis and recommendations within this Workforce Insights Report.

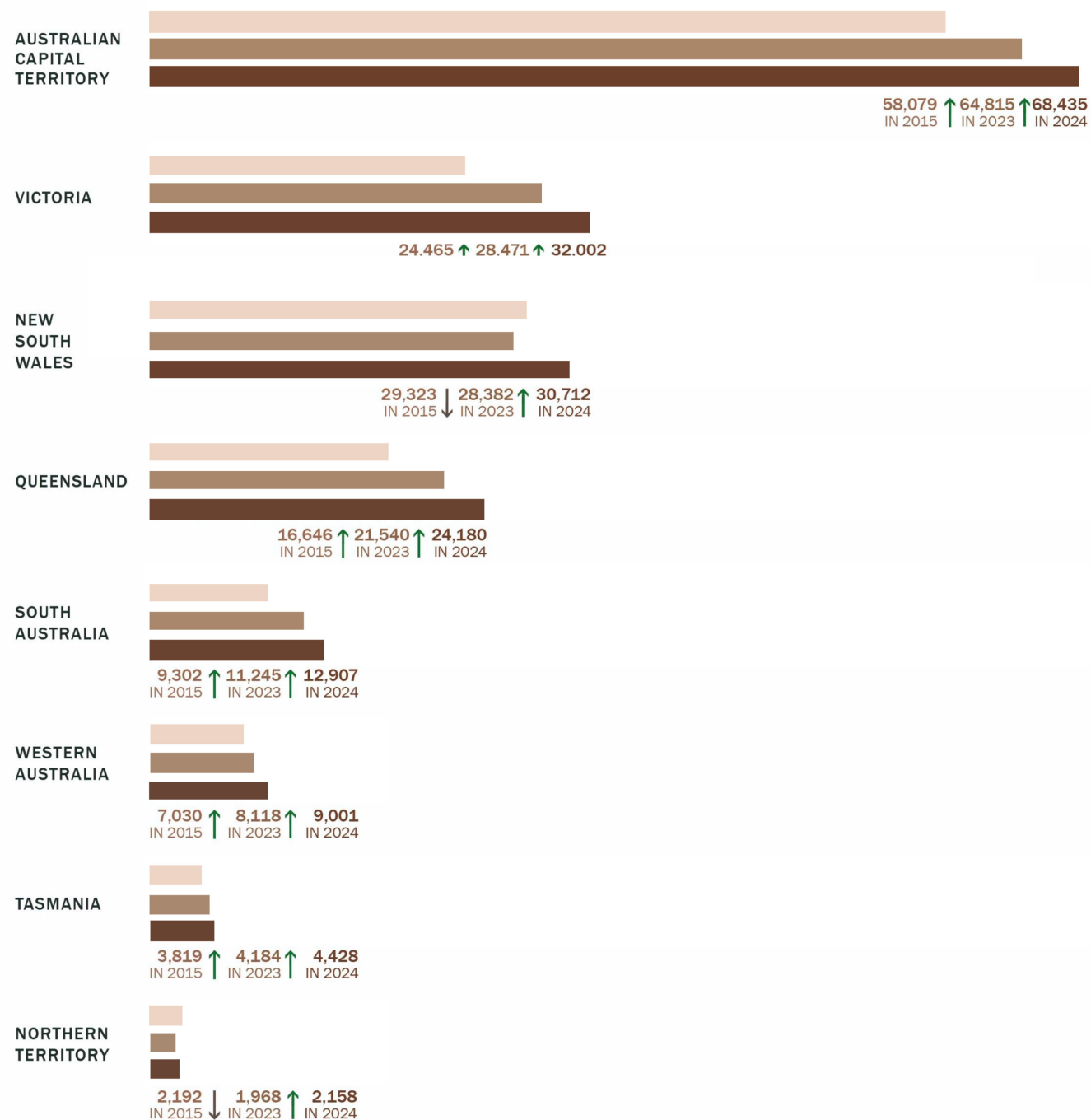
A range of consultation methods were utilised to support effective stakeholder engagement. Public Skills Australia leveraged established relationships and governance arrangements to:

- invite participation in consultation
- identify additional stakeholders
- verify and validate research and data findings
- seek feedback on the Workforce Insights Report.

Stakeholder engagements included both in-person and online meetings and presentations in a range of formats, written reviews, and feedback from Public Skills Australia governance group members.

Specific to the Federal and State/Territory Government industry-sector, and in alignment with the tripartite approach to industry engagement, Public Skills Australia consulted with employee union stakeholders relevant to the Federal and State/Territory Government industry-sector, along with Federal and State/Territory Public Sector Commission representatives.¹ In addition to this, publicly accessible information in the form of datasets obtained from Jobs and Skills Australia (JSA), Australian Bureau of Statistics (ABS) and National Centre for Vocational Education Research (NCVER) have been cited throughout to validate industry challenges and inform the narrative of this Workforce Insights Report.

Due to the complexity of large-scale workforce data, accurate data cannot be derived from a single source only. As such, multiple data sources are preferred, however, this can magnify data discrepancies. This Workforce Insights Report prioritises the data source, or combination of data sources, that provide the most accurate representation of the workforce possible.² Research articles on relevant topics, government online sources and annual reports have also been referenced throughout this Workforce Insights Report.



LOCATION AND EMPLOYMENT GROWTH OF APS EMPLOYEES

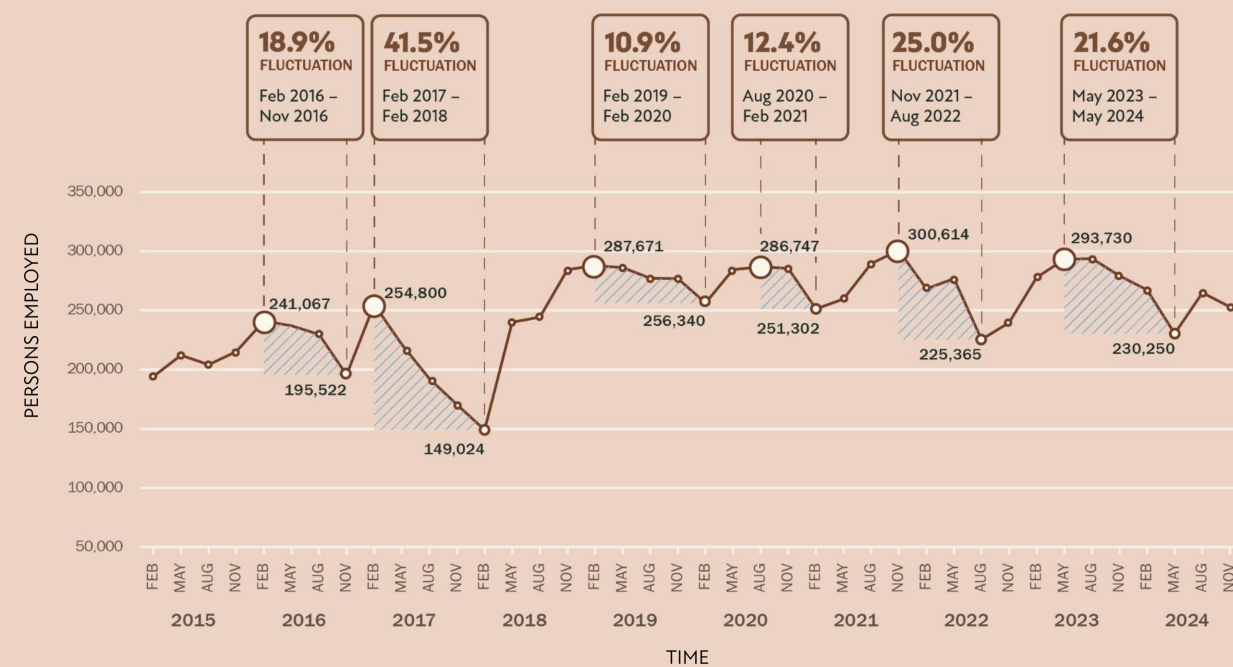
Figure 2 demonstrates that there has been growth in the APS workforce across all States and Territories between 2023 and 2024.⁷ Forecasts also show that the APS is expected to continue to grow across a five and ten-year time horizon and a ten-year time horizon (Figure 1).

Figure 2: Dashboard overview of key Federal Government industry-sector data. Please note – source list for data appears in Appendix A

State/Territory Government

State and Territory Governments in Australia work to manage and deliver services that directly impact the daily lives of their communities, including schools, public transport, hospitals, housing, and the criminal justice system, including police, courts and correctional services.⁸

PERSONS EMPLOYED IN STATE/TERRITORY GOVERNMENT ADMINISTRATION



NUMBER OF STATE/TERRITORY GOVERNMENT AGENCIES

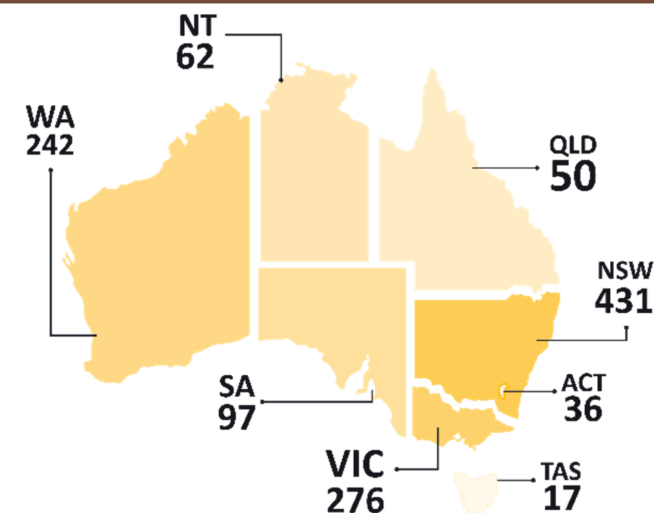
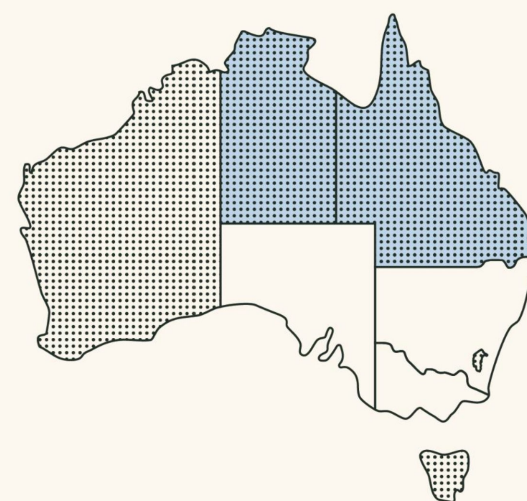


Figure 3: Dashboard overview of key State and Territory Government industry-sector data. Please note – source list for data appears in Appendix B

The number of public sector agencies varies across each State and Territory in Australia and is presented in Figure 3. Each may have a different organisational structure and operating model, as set by the relevant government department.

Public sector work involves delivering frontline services to the community, including occupations such as education aides, early childhood educators and other allied health professionals. Many of these occupations are supported by other industry JSCs. A much smaller proportion of the State and Territory public sector play a role in working to support the delivery of these frontline services. These roles relate to administration, communications, project management, human resources, information technology, policy development and implementation. For the purposes of this Workforce Insights Report, Public Skills Australia will examine the workforces that support the critical business of State and Territory Governments in the delivery of these non-frontline functions.



•• STATES / TERRITORIES THAT HAD ELECTIONS IN 2024-25
(TAS - MAR 2024, NT - AUG 2024, ACT & QLD - OCT 2024, WA - MAR 2025)

■ STATES / TERRITORIES THAT HAD CHANGES IN GOVERNMENT (FROM THE ABOVE ELECTIONS)

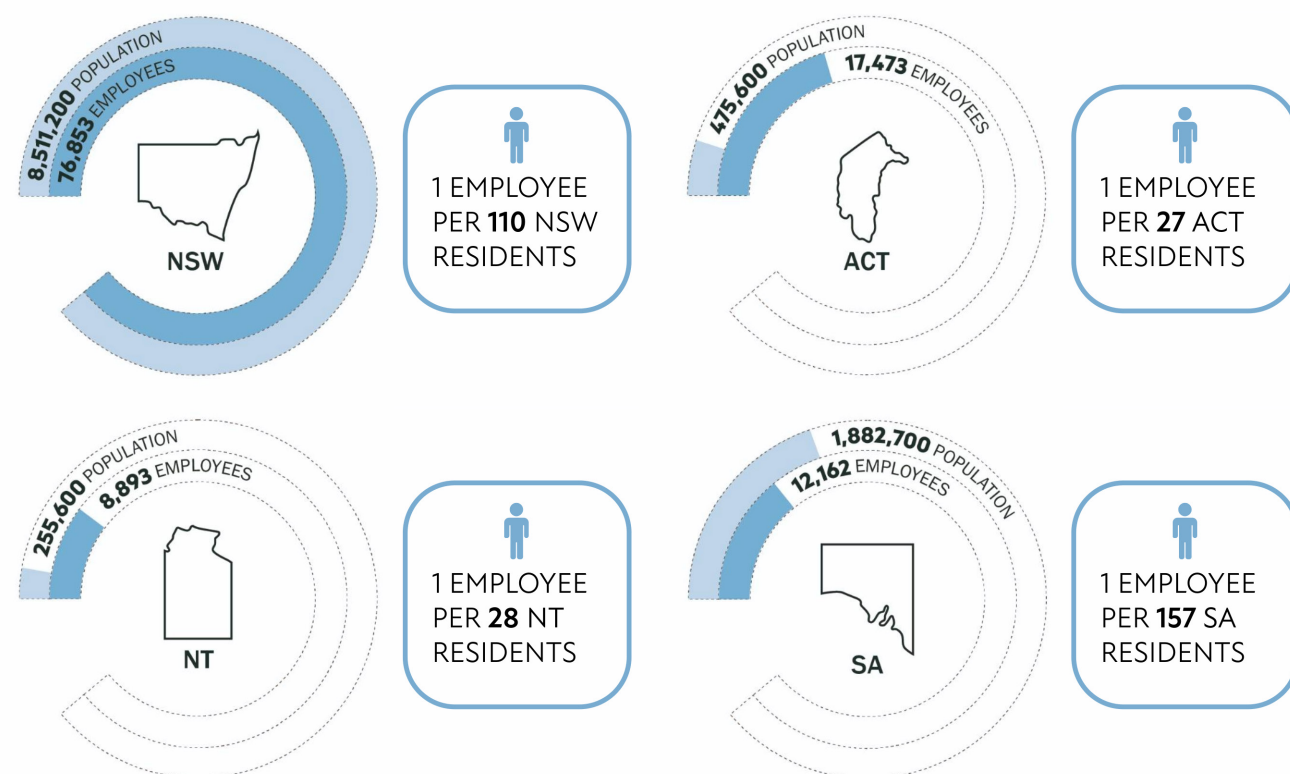
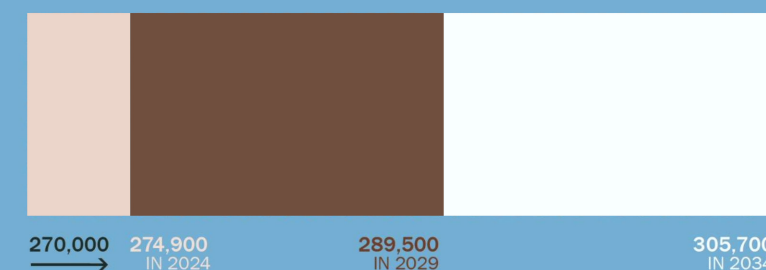
STATE/TERRITORY ELECTION RESULTS 2024-25



ROLES SUPPORTING NON-FRONT LINE FUNCTIONS OF STATE/TERRITORY GOVERNMENTS

The size and shape of the State and Territory Government workforce in Australia may be impacted by election cycles, which may shift workforce demographics, key responsibilities, policy positions and organisational structures. State and Territory elections conducted across the nation in 2024 and 2025 led to a change of Government in some jurisdictions (Figure 4). The public sector workforces within each State and Territory are required to remain agile and adaptable to these changes in Government. Across Australia, there have been fluctuations in the total number of persons employed in government administration in State and Territory Governments since 2015 (Figure 3).⁹ Figure 4 and 4.1 highlights that the total public sector workforce and the ratio of workforce to total population within each State and Territory differs significantly.¹⁰ Importantly, the combined State and Territory Government workforce is expected to continue growing across a five and ten-year-time horizon (Figure 4.1).¹¹

EMPLOYMENT PROJECTIONS (STATE AND TERRITORY GOVERNMENT)



RATIOS OF EMPLOYEES TO POPULATION IN 2024

Figure 4: Dashboard overview of key State and Territory Government industry-sector data. Please note – source list for data appears in Appendix B

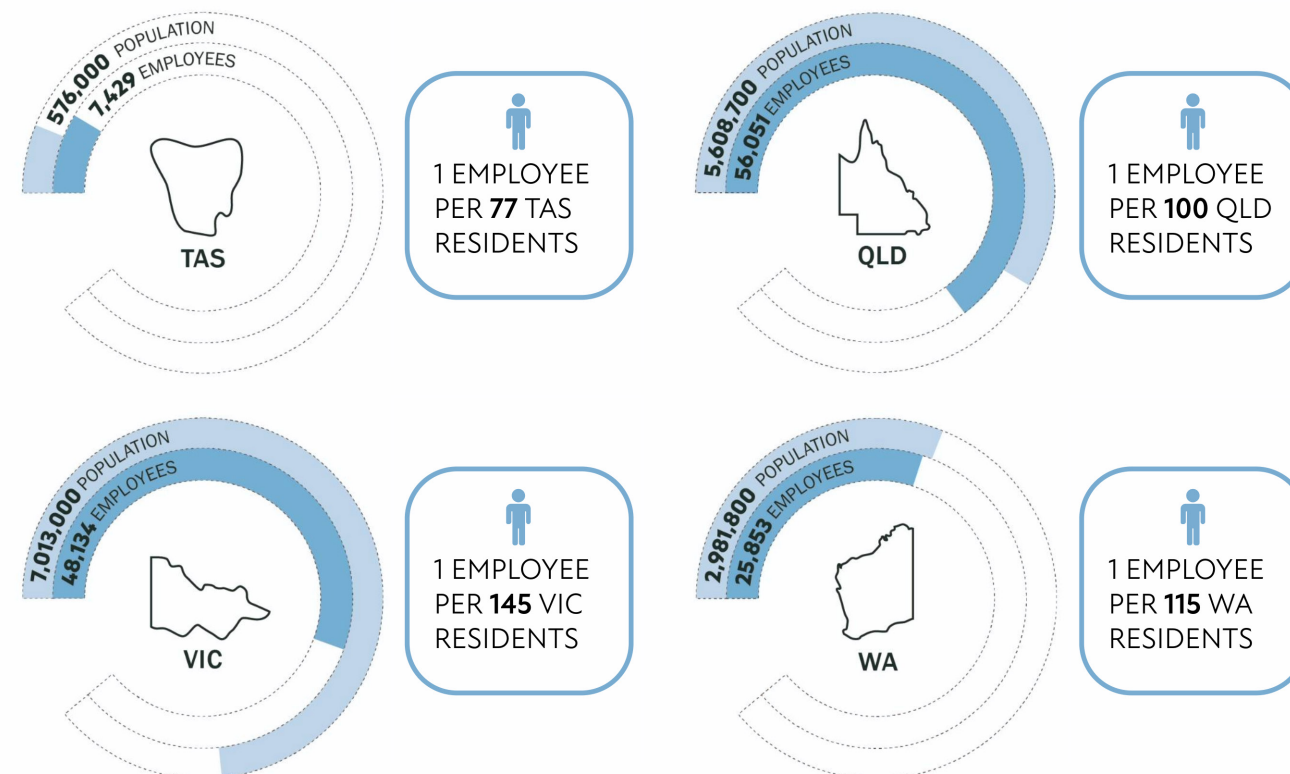


Figure 4.1: Dashboard overview of key State and Territory Government industry-sector data. Please note – source list for data appears in Appendix B

⁹ Australian Bureau of Statistics (ABS), [Table EQ06](#) - Employed persons by industry group of main job (ANZSIC), Sex and State/Territory, November 1984 onwards [time series spreadsheet], Labour Force, Australia, Detailed, ABS, 2024, accessed 6 March 2025.

¹⁰ ABS, [Table EQ06](#) - Employed persons by industry group of main job (ANZSIC), Sex and State/Territory, November 1984 onwards [time series spreadsheet], Labour Force, Australia, Detailed, ABS, 2024, accessed 6 March 2025. ABS, [National and State/Territory population September 2024](#), ABS, 2025, accessed 25 March 2025.

¹¹ Jobs and Skills Australia (JSA), [Employment Projections](#) (May 2024 to May 2029 and May 2034), JSA, n.d., accessed 4 March 2025.

Occupational Shortage List

The Jobs and Skills Australia (JSA) Occupation Shortage List (OSL) provides an annual assessment of occupations experiencing shortages in the Australian labour market at national and State/Territory and regional levels and is a tool for understanding labour market challenges in Australia. OSL ratings are determined through a mixed-methods approach, utilising three separate stages. Broadly, these stages include:

- 1. a machine learning initial rating that receives inputs from a wide range of employment and vacancy data,
- 2. a validation stage that compares the ratings against additional qualitative and quantitative data, and
- 3. a final external input stage that incorporates feedback from the Federal Government and State/Territory Governments, JSCs and industry.¹²

Table 1 summarises the key 2024 Occupation Shortage List findings based on the top 10 occupations employed in State/Territory Government Administration (by ANZSCO code),¹³ noting that ‘NS’ identifies No Shortage, ‘S’ identifies a Shortage, and ‘R’ identifies a Regional Shortage.¹⁴ Table 2 provides a more widespread breakdown of occupations that were assessed as a *Shortage* within a specific State and Territory in the 2024 Occupation Shortage List findings.¹⁵

Two occupations were consistently assessed as a Shortage across the previous OSL analysis in 2023 and the current OSL analysis in 2024:

- 224912 Liaison Officer
- 511111 Contract Administrator

Overall, JSA’s 2024 Occupation Shortage List revealed that 303 out of 916, or 33 per cent, of occupations in Australia have a national shortage.¹⁶ Due to the breadth and depth of skills involved in public sector employment, the scope of occupations employed by Federal and State/Territory Government organisations will overlap with occupations employed in other parts of the Australian labour market.

As such, it is likely that many of the 303 occupations assessed as being in national shortage will impact the Federal and State/Territory Government workforce.

INDUSTRY INSIGHT

Public Safety and Government industry stakeholders observed that the Internet Vacancy Index (IVI), which is one of the inputs into the Occupation Shortage List, is limited in its applicability to some sectors within Public Safety and Government. This is a result of agencies and organisations, including some of those within Federal and State/Territory Government, using Government recruitment platforms that are not included in the compilation of Internet Vacancy Index data.

S SHORTAGE R REGIONAL SHORTAGE

Table 1: OSL assessment of the top 10 employed State and Territory Government Administration occupations¹⁷

Top 10 Employed Occupations in State and Territory Government Administration

OCCUPATION		NATIONAL	NSW	VIC	QLD	SA	WA	TAS	NT	ACT
5111	Contract, Program and Project Administrators								S	
5311	General Clerks								S	
1324	Policy and Planning Managers								S	
2249	Other Information and Organisation Professionals								S	
2244	Intelligence and Policy Analysts			R						
2726	Welfare, Recreation and Community Arts Workers								S	
5995	Inspectors and Regulatory Officers		S							
5412	Information Officers									
4117	Welfare Support Workers			S					S	
2231	Human Resource Professionals						S		S	

Table 2: OSL assessment of further State and Territory Government Administration occupation shortages¹⁸

Further State and Territory Government Administration occupations assessed as in Shortage

OCCUPATION		NATIONAL	NSW	VIC	QLD	SA	WA	TAS	NT	ACT
132411	Policy and Planning Manager								S	
224411	Intelligence Officer			R						
224412	Policy Analyst			R						
224912	Liaison Officer		S	R	R	R			S	
272412	Interpreter								S	
272413	Translator		S							
511112	Program or Project Administrator								S	
531111	General Clerk								S	

¹² Jobs and Skills Australia (JSA), [Occupation Shortage List | Jobs and Skills Australia](#), JSA, 2024, accessed 13 January 2025.

¹³ The identification of the top 10 occupations was enabled by a Jobs and Skills Australia analysis of ABS, 2021 Census of Population and Housing based on usual place of residence, TableBuilder extract and provided in Table 7 of the *Jobs and Skills Councils – Employment and Education & Training Data Placemat* (unpublished).

¹⁴ Please note that the Occupation Standard Classification for Australia (OSCA) replaced the Australian and New Zealand Standard Classification of Occupations (ANZSCO) in 2024, however, most data are available under ANZSCO at this stage.

¹⁵ Occupations described as in shortage in Table 2 are from Appendix F of the *Jobs and Skills Australia 2024 Occupation Shortage List: Key Findings and Insights Report*. These occupations are aligned to State/Territory government administration roles.

¹⁶ JSA, [Occupation Shortage List | Jobs and Skills Australia](#), JSA, 2024, accessed 13 January 2025.

¹⁷ Jobs and Skills Australia (JSA), [Occupation Shortage List | Jobs and Skills Australia](#), JSA, 2024, accessed 13 January 2025.

¹⁸ JSA, [Occupation Shortage List | Jobs and Skills Australia](#), JSA, 2024, accessed 13 January 2025.

The PSP Public Sector Training Package

The PSP Public Sector Training Package (PSP Training Package) provides nationally recognised qualifications and competency standards for employees working in the Federal and State/Territory public sector. The PSP Training Package includes a range of qualifications from Certificate II to Advanced Diploma levels, covering a wide variety of public sector roles.¹⁹

ENROLMENTS AND COMPLETIONS

Despite an overall decline in enrolments and completions in the PSP Training Package since 2017, it has experienced a steady growth in the past two years (Figure 5).

INDUSTRY INSIGHT

Industry stakeholders identified that the increase in enrolments and completions at an overall PSP Training Package level may be attributable to the various entry pathways and traineeships into the public sector workforce that are being developed and implemented by both Federal and State/Territory Governments.

INDUSTRY INSIGHT

Federal and State/Territory Government stakeholders noted that the growth in the *Certificate IV in Procurement and Contracting* may be due to known occupational shortages in Contract Administrator roles and identified skills gaps in public sector contract management and strategic commissioning of goods and services.

Additionally, Victorian stakeholders highlighted that increases in enrolments in the *Certificate IV in Procurement and Contracting* since 2022 may be due to recommendations from the COVID-19 Hotel Quarantine Inquiry.

Of note is the growth in the *Certificate IV in Procurement and Contracting* qualification. This qualification has experienced a four-fold increase (416.3 per cent) in completions from 2016 to 2023, despite the downturn in overall PSP Training Package utilisation since 2017. Between 2022 and 2023, the *Certificate IV in Procurement and Contracting* saw a 52.4 per cent increase in enrolments (Figure 6).

Overall, the *Certificate IV in Government Investigations* is the most widely used qualification of all training programs offered within the PSP Training Package. In 2023, the *Certificate IV in Government Investigations* made up 29 per cent of all completions in the PSP Training Package with a total of 2,219 completions.²⁰ This uptake of the *Certificate IV in Government Investigations* demonstrates the utility of the qualification to the Federal and State/Territory Government industry-sector.

This may be explained by the increase Federal and State/Territory Government agencies that have regulatory responsibilities that require employees to have this specific qualification.

Additionally, the alignment between the Australian Government Investigations Standard (AGIS)²¹ and the *Certificate IV in Government Investigations* requires that any Federal or State and Territory Government agency employee who undertakes investigative functions in their position must obtain this qualification. This mandated requirement²² contributes to the high uptake of the *Certificate IV in Government Investigations*.

Public Skills Australia is proposing to undertake a review of the *Certificate IV in Procurement and Contracting* and the *Certificate IV in Government Investigations* qualification streams with the PSP Training Package to ensure that they

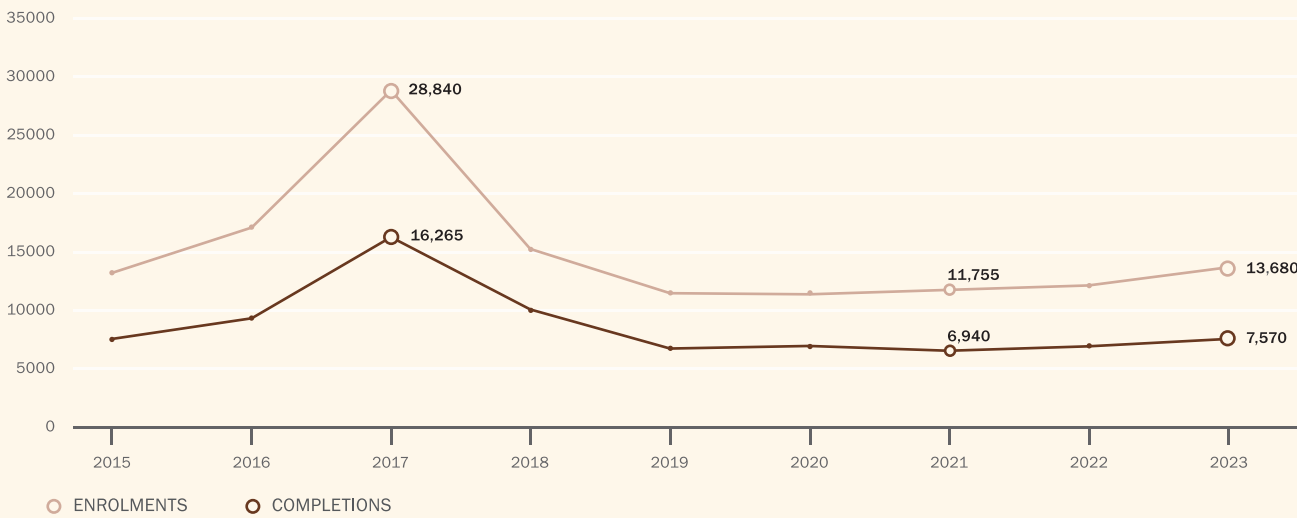


Figure 5: Enrolments and completions in the PSP Training Package²³

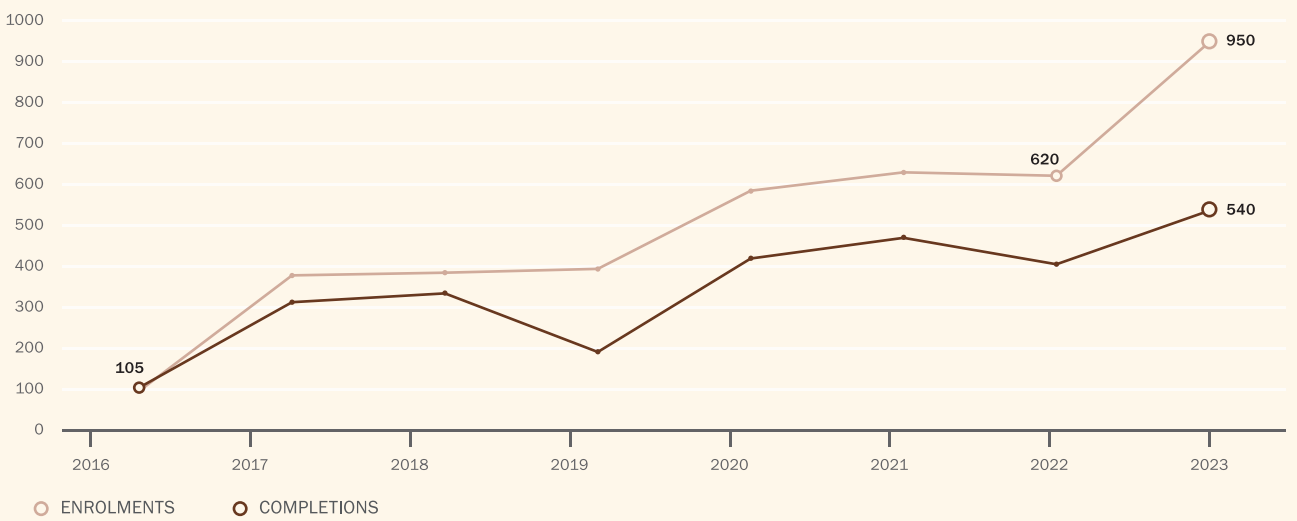


Figure 6: Enrolments and completions in the *Certificate IV in Procurement and Contracting*²⁴

¹⁹ Training.gov.au, [National Training Register - PSP Public Sector Training Package](#), Australian Government, 2022, accessed 13 January 2025.
²⁰ National Centre for Vocational Education Research (NCVER), [Total VET students and courses 2023: VOCSTATS](#) [data set], NCVER, 2025, accessed 3 March 2025.
²¹ Australian Federal Police (AFP), [Australian Government Investigations Standard](#), AFP, 2022, accessed 16 April 2025.
²² AFP, [Australian Government Investigations Standard](#), AFP, 2022, accessed 16 April 2025.

²³ National Centre for Vocational Education Research (NCVER), [Total VET students and courses 2023: VOCSTATS](#) [data set], ncver.edu.au, 2025, accessed 13 February 2025.
²⁴ NCVER, [Total VET students and courses 2023: VOCSTATS](#) [data set], NCVER, 2025, accessed 13 February 2025.

2024 Megatrend Recap

The 2024 *Government Workforce Plan* identified nine megatrends impacting across the Public Safety and Government industries. Through consultation with Federal and State/Territory Government stakeholders, a range of workforce insights were gathered in relation to each of the megatrends. A brief overview of the key findings from 2024 are detailed below.

	CAREER PATHWAYS Graduate programs provide a pipeline into the Federal and State/Territory Government industry-sector, with VET qualifications used to upskill public sector employees in specialised roles.		EXPANSION OF CORE DUTIES Driven by several factors such as evolving Government agenda, regulatory and legislative changes, and refreshed investment priorities.
	CLIMATE CHANGE There is a need to increase workforce capability to support Emergency Management Recovery at all levels of Government.		PUBLIC TRUST AND PERCEPTION Trust from the community plays a significant role in the effectiveness of the public sector. Public trust may vary, which requires an attractive value proposition to appeal to potential employees.
	COMPETITION FOR LABOUR Occurs between Federal and State/Territory Government departments and Local Government, as well as the private sector.		RECRUITMENT AND RETENTION Recruiting and retaining new employees is a significant challenge. Research indicates that public awareness of employment opportunities within the Australian Public Service is low, which may impact recruitment, internal capability building and retention.
	DEMOGRAPHIC SHIFTS The age of Federal and State/Territory Government workforces sit above the national average. As younger demographics enter the workforce, strategies may be required to mitigate the effects of an aging workforce.		TECHNOLOGICAL DEVELOPMENT The technological reforms and skills required to deliver the 2023-2030 Australian Cyber Security Strategy will impact across the Government industry-sector.
	DIVERSITY AND INCLUSION The Federal and State/Territory Government industry-sector are building inclusive and equitable practices in recruitment of First Nations peoples, CALD individuals, women, gender-diverse people and people with disabilities.		

2025 Workforce Insights

In the development of the 2025 Federal and State/Territory Workforce Insights Report, Public Skills Australia undertook extensive research and industry consultation to generate insights on the workforce challenges currently impacting the Federal and State/Territory industry-sector.

The following insights highlight the current and most significant challenges within the Federal and State/Territory Government workforce in 2025..

- **Unclear Understanding of Workforce Skills Needs Across the Federal and State/Territory Public Sector**
- **Usage of Public Sector Pathway Programs to Address Critical Skills Needs**

Unclear Understanding of Workforce Skills Needs Across the Federal and State/Territory Public Sector

Workforce analysis and workforce planning is a vital tool in understanding the skills and capabilities required of the Federal and State/Territory Government workforce to meet business needs now and into the future. However, there are factors that impact upon these activities, such as the legislative requirements that underpin the obligation to develop strategic workforce plans.

LEGISLATIVE REQUIREMENTS AND DIFFERING LEVELS OF WORKFORCE PLANNING MATURITY

These legislative requirements stipulate that it is the responsibility of Public Sector Commissions (or equivalent) to ensure that workforce planning and analysis is undertaken. In some States/Territories, there is a specific legislative requirement for workforce planning activities to be undertaken by individual agencies within the public sector.

There are different levels of workforce planning maturity in the Federal and State/Territory Government industry-sector. Where legislative requirements for workplace planning are in place, the Public Sector Commission (or equivalent) tends to be more advanced in workforce planning maturity. Due to the different levels of workforce planning maturity across the Federal and State/Territory Government industry-sector, there is no clear and unified understanding of skills and workforce needs across the broad spectrum of the Federal and State/Territory public sector.

Table 3 (see page 20) illustrates the agencies responsible for workforce planning activities across the Federal and State/Territory Government industry-sector, the remit and legislative instrument driving these activities, and an analysis of the current state of workforce planning maturity.

IDENTIFICATION OF SKILLING NEEDS ACROSS THE FEDERAL, STATE AND TERRITORY PUBLIC SECTOR

Some Public Sector Commissions (or equivalent) have matured workforce planning activities and developed an understanding of jurisdictional skills needs. However, inconsistencies remain in the identification of skills needs across the Federal and State/Territory Government industry-sector, and how nationally accredited Vocational Education and Training (VET) may support this workforce.

In the Federal public sector, the maturity of workforce planning processes (through the Australian Public Service Commission Centre of Excellence for Workforce Planning) has resulted in the identification of several emerging skills and capabilities. The Australian Public Service Commission State of the Service Report 2023-24 identified 87 APS agencies as reporting critical skills shortages. The report found that 88 per cent of APS agencies are facing challenges in building a skilled workforce to manage growing IT infrastructure, along with other reported skills shortfalls in digital and information technology, data, project management, leadership, and legal.²⁵ To support this, the Australian Public Service Commission is developing a *Data, Digital, and Cyber Workforce Plan*, which will map how the APS will build a workforce to deliver data and digitally enabled public services.²⁶

The legislative requirement for agencies within the Queensland public sector to develop workforce plans has resulted in a strong understanding of critical public sector skills

needs. In 2024 the Queensland Public Sector Commission delivered the Even Better Public Sector for Queensland Strategy 2024-2028. The strategy includes an Action Plan for 2024 and 2025, which commits to undertake a workforce planning process to identify the core Queensland public sector skills needs.²⁷

Industry stakeholders from the Queensland Public Sector Commission noted that a sectoral level identification of core skills needs has now been completed, with the findings yet to be published.

In the Northern Territory, the Office of the Commissioner for Public Employment in the Northern Territory has identified sectoral-level skills and training needs in the following technical fields:²⁸

- Workplace safety and compliance
- Procurement and contracting
- Specialised engineering and infrastructure
- Technology and software.

The identification of these sectoral-level skilling needs is based on agencies within the Northern Territory public sector undertaking their own workforce planning activities, however, it is noted in the most recent State of the Service Report 2023-24 that only 68 per cent of agencies in the Northern Territory public sector have undertaken workforce planning.²⁹

In New South Wales, the NSW Skills Plan 2024-28 (released in December 2024) identifies six critical skills areas across the broad spectrum of the NSW labour market. The plan

identifies industries with consistent and prolonged skills shortages within NSW.³⁰ The six critical skills areas were identified as:

- Construction – housing and infrastructure
- Care and support economy
- Net Zero and energy transition
- Digital and cyber
- Agriculture and agrifood
- Advanced manufacturing.

Whilst this plan is not specific to the NSW public sector workforce, State Training Authority representatives noted that there will be skills and capabilities required within the NSW public sector to enable this important work.

A challenge faced by Federal and State/Territory Public Sector Commissions (or equivalent) in identifying strategic and future-focused public sector skills needs is the ever-changing Government landscape. Conducting a long-term analysis of the public sector workforce is impacted by shifts in Government policy, priorities, and budgetary constraints. This can lead to the restructuring or the establishment of new public sector agencies with specific technical responsibilities or mandates.

18 ²⁵ Australian Public Service Commission (APSC), *State of the Service Report 2023-24*, APSC, 2024, accessed 28 January 2025.

²⁶ Australian Public Service Commission (APSC), *State of the Service Report 2023-24*, APSC, 2024, accessed 28 January 2025.

²⁷ Public Sector Commission, *Workforce - Our capability* | Public Sector Commission | Queensland Government, Queensland Government, 2025, accessed 20 February 2025.

²⁸ Office of the Commissioner for Public Employment, *State of the Service Report 2023-24*, Northern Territory Government, 2024, accessed 28 January 2025.

²⁹ Office of the Commissioner for Public Employment, *State of the Service Report 2023-24*, Northern Territory Government, 2024, accessed 20 February 2025.

³⁰ NSW Department of Education, *NSW Skills Plan 2024-28: Building Skills and Shaping Success*, NSW Department of Education, n.d., accessed 20 February 2025. Australian Institute of Health and Welfare, *Older Australians, Employment and work - Australian Institute of Health and Welfare*, Australian Government, 2024, accessed 4 April 2025.

Table 3: Workforce Planning Activities Across the Federal and State/Territory Government Industry-Sector

	Australian Capital Territory	Federal	New South Wales
AGENCY	Public Sector Management Group	Australian Public Service Commission	NSW Public Service Commission
REMIT AND LEGISLATIVE INSTRUMENT	Focuses on improving existing workplace operations and creating an ACT public sector workforce which is fit for the future. ³¹	Prioritises the support of quality public service workforce management, with statutory responsibilities detailed in the <i>Public Service Act 1999</i> . ³⁵	Develops policies and strategies for workforce planning, recruitment, and retention, under the <i>Government Sector Employment Act 2013</i> . ³⁸ This legislation states that the head of any NSW Government sector agency is responsible for integrating workforce diversity into workforce planning. ³⁹
WORKFORCE PLANNING MATURITY	The ADAPT Strategic workforce planning toolkit supports the Workforce Planning and Performance and Capability development of the ACT public sector.³² The ACT public sector has developed a Shared Capability Framework, and a Performance Framework to assist employees in ensuring they understand the skills, knowledge and behaviour expected of all ACT Public Servants across the Service.^{33 34}	The APS Centre of Excellence for Workforce Planning has partnered with the APS Academy to offer a Workforce Planning Start Up Program providing foundational skills in workforce plan development. The APS Academy also offers a Workforce Planning Boost Program module to build more technical strategic workforce planning skills. The APS Academy has also partnered with the University of New South Wales to establish a RPL³⁶ pathway into the UNSW Graduate Certificate in Workforce Planning.³⁷	Through collection and analysis of workforce data, the NSW Government released the NSW Skills Plan 2024-28 in December 2024, via the NSW Department of Education. The plan identifies six critical skills areas across the broad spectrum of the NSW labour market, covering industries with consistent and prolonged shortages.⁴⁰

³¹ ACT Government, [Capability, Performance and Workforce Planning - ACTPS Employment Portal](#), ACT Government, 2025, accessed 28 January 2025.

³² ACT Government, [Capability, Performance and Workforce Planning - ACTPS Employment Portal](#), ACT Government, 2025, accessed 3 April 2025.

³³ ACT Government, [ACTPS Shared Capability - ACTPS Employment Portal](#), ACT Government, 2019, accessed 3 April 2025.

³⁴ ACT Government, [ACTPS Performance Development - ACTPS Employment Portal](#), ACT Government, 2025, accessed 3 April 2025.

³⁵ Australian Public Service Commission (APSC), [What we do](#), APSC, 2021, accessed 28 January 2025.

³⁶ RPL refers to Recognition of Prior Learning.

³⁷ Australian Public Service Academy, [APS Workforce Planning](#), Australian Public Service Academy, 2024, accessed 6 December 2024.

³⁸ NSW Public Service Commission, [The Code of Ethics and Conduct for NSW government sector employees](#), NSW Public Service Commission, 2022, accessed 20 February 2025.

³⁹ NSW Public Service Commission, [Strategic Workforce Planning](#), NSW Public Service Commission, 2019, accessed 20 February 2025.

⁴⁰ NSW Department of Education, [NSW Skills Plan 2024-28: Building Skills and Shaping Success](#), NSW Department of Education, 2025, accessed 20 February 2025.

Table 3: Workforce Planning Activities Across the Federal and State/Territory Government Industry-Sector

Northern Territory	Queensland	South Australia
Office of the Commissioner for Public Employment	Queensland Public Sector Commission	Office of the Commissioner for Public Sector Employment
Develops sustainable policy that supports innovation and leads the NT public sector into the future, established under Section 12 of the Public Sector Employment and Management Act 1993. The Office of the Commissioner for Public Employment is deemed to be the employer of all employees in the NT public sector. ⁴¹	Required to deliver on a key function under the <i>Public Sector Act 2022</i> to provide workforce planning system leadership and stewardship. ⁴⁴ Section 40 requires public sector agencies to undertake workforce and human resource planning and practices. ⁴⁵	Brings together several functions, including workforce data analysis and strategy development, appointed by the SA Premier in accordance with the <i>Public Sector Act 2009</i> . ⁴⁷
The <i>Northern Territory Public Service Workforce Strategy 2021-2026</i> details the need for an agency level focus on improvements to workforce planning and highlights a strategic goal to implement digital solutions to improve workforce planning.⁴² In alignment with the Northern Territory Workforce Strategy 2021-2026, 68 per cent of agencies have undertaken workforce planning (up from 26 per cent).⁴³	The Jobs Queensland <i>Grow Your Own Regional Workforce Program</i> equips agencies and organisations with skills to undertake strategic workforce planning through a partnership with the University of the Sunshine Coast.⁴⁶ Jobs Queensland noted the potential development of a micro-credential for workforce planning for Government.	The SA Office of the Commissioner for Public Sector Employment has a WHS Cultural Safety Framework, as well as toolkits for Change Management, Mentally Healthy Workplaces and Disability Employment to provide resources to enable consistency.⁴⁸ The 'I Work For SA' initiative unites the public sector organisations in South Australia to bring the public sector together. The initiative promotes the work of all public sector agencies in South Australia and highlights jobs and career paths.⁴⁹

⁴¹ Northern Territory Government: Office of the Commissioner for Public Employment, [About us | Office of the Commissioner for Public Employment](#), Northern Territory Government, n.d., accessed 20 February 2025.

⁴² Northern Territory Government, [NTPS Workforce Strategy 2021-2026](#), Northern Territory Government, n.d., accessed 28 January 2025.

⁴³ Office of the Commissioner for Public Employment, [State of the Service Report 2023-24](#), Northern Territory Government, 2024, accessed 20 February 2025.

⁴⁴ Queensland Public Sector Commission, [Even better public sector for Queensland Strategy 2024-2028](#), State of Queensland, n.d., accessed 13 February 2025.

⁴⁵ Queensland Public Sector Commission, [Strategic workforce planning: Agency requirements](#), Queensland Government, 2024, accessed 28 January 2025.

⁴⁶ Jobs Queensland, [Funding for regions to 'grow their own' workforces](#), Jobs Queensland, The State of Queensland 2025 (Department of Trade, Employment and Training), n.d., accessed 6 December 2024.

⁴⁷ Office of the Commissioner for Public Sector Employment, [About | Office of the Commissioner for Public Sector Employment](#), Government of South Australia, n.d., accessed 20 February 2025.

⁴⁸ Office of the Commissioner for Public Sector Employment, [Frameworks & Toolkits | Office of the Commissioner for Public Sector Employment](#), Government of South Australia, n.d., accessed 4 April 2025.

⁴⁹ Government of South Australia, [Our public sector](#), Government of South Australia, n.d., accessed 4 April 2025.

Table 3: Workforce Planning Activities Across the Federal and State/Territory Government Industry-Sector

	Tasmania	Victoria	Western Australia
AGENCY	Tasmania State Service Management Office	Victorian Public Sector Commission	WA Public Sector Commission
REMIT AND LEGISLATIVE INSTRUMENT	Assists the Tasmanian Premier in balancing the social, economic, cultural, and political aims of the government through high-quality policy for State Service employment management and development. ⁵⁰	Strengthens the efficiency, effectiveness and capability of the public sector to meet existing and emerging needs and deliver high quality services, established through an amendment to the <i>Public Administration Act 2004</i> . ⁵²	Aims to develop a future-fit public service for the people of Western Australia by shaping, building and regulating the public sector so it can tackle the public policy challenges of both today and tomorrow, as described in the <i>Public Sector Management Act 1994</i> . ⁵⁴
WORKFORCE PLANNING MATURITY	The Tasmanian State of the Service Management Office (SSMO) has a dedicated Workforce Planning and Reporting team which provides continual support and advice to agencies when developing strategic workforce planning activities, such as identifying future workforce needs. Current priorities include supporting the development of agencies' capabilities on strategic workforce planning activities; providing resources to support workforce planning; publishing of a Workforce Planning Handbook to provide agencies with guidance on workforce planning; and development of a Data Literacy Guide.⁵¹	The Victorian Public Sector Commission has developed an internal facing Innovation Network platform which includes a Strategic Workforce Planning Community of Practice with 400+ members. In addition, The Victorian Public Sector Commission publishes a strategic workforce planning toolkit to support Victorian public sector agencies.⁵³	The most recent WA Public Sector Commission Annual Report 2023-24 notes that strategic workforce planning is a gap in the WA public sector. The report commits to developing a workforce strategy so that that WA public sector can respond to the jobs and skills needs of the future.⁵⁵

⁵⁰ Department of Premier and Cabinet, [Department of Premier and Cabinet - State Service Management Office](#), Tasmanian Government, n.d., accessed 13 February 2025.

⁵¹ Department of Premier and Cabinet, [Department of Premier and Cabinet - Workforce planning and reporting](#), Tasmanian Government, 2020, accessed 4 April 2025.

⁵² Victorian Public Sector Commission (VPSC), [Our role and structure - VPSC](#), VPSC, 2025, accessed 20 February 2025.

⁵³ VPSC, [Strategic workforce planning - VPSC](#), VPSC, 2022, accessed 20 March 2025.

⁵⁴ Public Sector Commission, [Public Sector Commission](#), Government of Western Australia, 2025, accessed 13 February 2025.

⁵⁵ Public Sector Commission, [Public Sector Commission Annual Report 2023-24](#), Government of Western Australia, 2024, accessed 13 February 2025.

Usage of Public Sector Pathway Programs to Address Critical Skills Needs

The Australian workforce is ageing, with the share of workers aged 55 and over more than doubling from nine per cent in 1991 to 19 per cent in 2021, with this trend is expected to continue.⁵⁶ Federal and some State and Territory Governments are implementing traineeship and apprenticeship pathways to promote the participation of younger people in the public sector workforce (Table 4).

Current public sector traineeship and apprenticeship programs focus on qualifications that provide public sector trainees and apprentices with broad public sector skills and competencies, such as the *Certificate II in Government and the Diploma of Government*. These qualification streams build solid foundational skills in public administration, including understanding the Westminster system of Government, contributing to workplace safety arrangements, and promoting ethical standards.

INDUSTRY INSIGHT

Industry stakeholders noted that there are early indications that traineeship and apprenticeship pathways aid in attracting younger people into the public sector workforce. There may be scope to improve public sector traineeship and apprenticeship pathways by using existing specialisations in the VET system to address emerging and future public sector skilling and occupational requirements, such as digital and data, cyber security, and the foundations of project management.

The success of these pathway programs relies on public service agencies having roles available to accommodate trainees and apprentices. Upon entry into the public sector workforce, trainees and apprentices are often assigned to entry-level public sector roles at the base of Federal and State/Territory public sector salary bands. As such, it may be some time until trainees/apprentices progress to more specialised or technical occupations in their career journey.

As critical public sector skills gaps begin to emerge in specialist fields such as digital and data, cyber, and project management, there may be an opportunity to ensure that the public sector workforce can respond to future business needs by equipping trainees and apprentices with specialised skills through the review of pathway program qualifications.

INDUSTRY INSIGHT

For States and Territories that do not currently provide a public sector traineeship and apprenticeship program, industry stakeholders noted that an analysis of the qualification streams could provide a useful evidence-base to inform potential public sector traineeship or apprenticeship programs in the future.

Table 4: Current pathway programs into Federal and State/Territory Government⁵⁷

	PROGRAM	PROGRAM DETAILS
Federal	Australian Government Apprenticeship Program	Administered by the Department of Employment and Workplace Relations, the 12-month program offers participants a learning and development pathway into a career with the Australian Public Service, via completion of a Diploma of Government (a PSP Training Package qualification). ⁵⁸
New South Wales	The 1,000 NSW Public Sector Apprentices and Trainees Program	Coordinated by the NSW Department of Education, the program aims to employ an additional 1,000 apprentices and trainees across any NSW Government agencies and state-owned corporations. NSW public sector agencies can take on trainees through this program to address specific business needs. ⁵⁹
South Australia	Public Sector Trainee Program	Facilitated by the Office of the Commissioner for Public Sector Employment, trainees can undertake a Certificate III level qualification pathway into SA public sector employment, based on organisational/departmental requirements. ⁶⁰

⁵⁷ Table 4 outlines pathway programs into Federal and State/TerritoryGovernment that are targeted at trainees and apprentices.
⁵⁸ Department of Employment and Workplace Relations, [Australian Government Apprenticeship Program - Department of Employment and Workplace Relations, Australian Government](#), Australian Government, 2025, accessed 20 February 2025.
⁵⁹ NSW Department of Education, [The 1000 NSW Public Sector Apprentices and Trainees Program | NSW Government](#), NSW Department of Education, n.d., accessed 20 February 2025.
⁶⁰ Office of the Commissioner for Public Sector Employment, [Youth Employment | Office of the Commissioner for Public Sector Employment](#), Government of South Australia, n.d., accessed 13 February 2025.

	PROGRAM	PROGRAM DETAILS
Victoria	Cyber Internship Program	The Victorian Government provides an internship into the Victorian Public Sector as a pathway for graduates of the <i>Certificate IV in Cyber Security</i> . This pathway is offered as part of the Victorian Government’s Free TAFE program. ⁶¹
	Youth Employment Scheme (YES) Trainee Program	This program, run by the Department of Jobs, Skills, Industry and Regions offers 15- to 29-year-olds the opportunity to complete a traineeship in the public service to gain qualifications at Certificate II, Certificate III, and Certificate IV levels. ⁶²
Western Australia	School Based Traineeship Program	Coordinated by the WA Public Sector Commission, the program runs over 18 months and allows trainees to work two days per week in a WA public sector agency whilst completing a <i>Certificate II in Government</i> from the PSP Training Package. ⁶³

⁶¹ Victorian Government, [Helping Cyber Graduates Unlock Their Potential | Premier](#), accessed 5 February 2025.
⁶² Victorian Government, [Employment programs | Careers | About us | Department of Jobs, Skills, Industry and Regions](#), Victorian Government, 2024, accessed 25 March 2025
⁶³ Public Sector Commission, [School Based Traineeship Program](#), Government of Western Australia, 2025, accessed 13 February 2025.

2024 Strategy Update

Public Skills Australia identified three workforce strategies for the Federal and State/Territory industry-sector in the *2024 Federal, State/Territory and Local Government Workforce Plan*. An update on the progress of the 2024 strategies is provided below.

Auslan Project⁶⁴ ⁶⁵

- ONGOING

Project Overview:

In response to the Disability Royal Commission’s Recommendation 6.2, which calls for an increase in the number of Auslan interpreters, the Auslan Project will support the Deaf and Interpreting communities by reviewing and updating the Auslan, Interpreting, and Translating Qualifications from the PSP Training Package. The Auslan Project will collect comprehensive insights to inform the review and update of nine qualifications related to Auslan, Interpreting, and Translating. Feedback from key stakeholders will be used to enhance the qualifications to better meet the sector’s needs, improve the transition from training to employment, and support the broader goal of increasing the number of skilled Auslan interpreters.

Project Update

In Phase One of the Auslan Project, Public Skills Australia has conducted initial research and consultation with identified stakeholders, and quantitative and qualitative data collected for the Findings and Recommendations Report. A Project Reference Committee has been established with consultive workshop planning commenced with the support of a subcontractor. Delivery of these consultive workshops is due to start which will inform development of the Findings and Recommendations Report.

Public Skills Australia will look to review, update, promote and/or implement the Auslan, Interpreting and Translating Qualifications in Phase Two.

Key Stakeholders

- Australian Sign Language Interpreters & Translators Association (ASLITA)
- Deaf Connect
- Deafness Council WA
- Financial, Administrative and Professional Services Training Council
- Melbourne Polytechnic
- National Accreditation Authority for Translators and Interpreters (NAATI)
- North Metropolitan TAFE
- Queensland Government – Department of Trade, Employment and Training (QLD)
- TAFE NSW
- TAFE SA
- Translators and Interpreters Australia (TIA)

Review of Government Investigations Qualifications⁶⁶

- ONGOING

Project Overview:

This project will review three qualifications and a Skill Set within the Government Investigations stream (stream) of the PSP Public Sector Training Package to ensure alignment with the Australian Government Investigation Standards (AGIS) and current operational practices. Last updated in 2016, the stream now contains superseded packaging rules, creating delivery challenges for RTOs. Updating these products will enhance legislative relevance and support consistent credentialing across government agencies.

Project Update

The initial phase of the Government Investigation Qualifications Review has now commenced, with Public Skills Australia engaging with primary stakeholders to undertake a comprehensive job role analysis. This will identify common responsibilities across investigative functions within the public sector. Public Skills Australia will then engage with a Technical Committee to develop draft training products that will reflect updates to the Australian Government Investigation Standards (AGIS) and evolving operational practices. These drafts will be released for public consultation to ensure they meet the diverse needs of investigative agencies and are supportive of consistent, high-quality training outcomes. These steps will help to inform qualification updates and ensure their alignment with public sector best practice and requirements.

Key Stakeholders

- Australian Federal Police
- Department of Defence
- Further Government Departments that require credentials to support investigatory functions

As this project is in its initial phase, additional stakeholders will be engaged as required throughout the 18-month project.

Review of Procurement and Contracting Qualifications⁶⁷

- ONGOING

Project Overview:

Several qualifications within the Procurement and Contracting stream (stream) of the PSP Public Sector Training Package are now superseded and no longer align with the skills and performance outcomes in contemporary procurement roles. Last updated in 2016, the stream now requires the incorporation of modern procurement practices, current legislation, and evolving skill requirements. This project aims to realign qualifications with industry standards and the updated Commonwealth Procurement Rules to support recognised career pathways across the public and private sectors.

Project Update

The initial phase of the Procurement and Contracting Qualifications Review has now commenced, with Public Skills Australia engaging with stakeholders to complete a job role analysis. This will identify the core responsibilities and capabilities required across procurement functions and will inform drafting updated training products that reflect current procurement practices, legislative changes, including the revised Commonwealth Procurement Rules, and emerging skill needs. These drafts will be released for consultation to ensure that they meet industry expectations and support nationally recognised career pathways.

Key Stakeholders

- Australian Public Service Commission
- Australian Procurement and Construction Council
- Community and Public Sector Union
- Department of Defence
- Federal Department of Finance
- Public Service Association
- Registered Training Organisations RTOs
- Relevant State and Territory Agencies
- SROs/STAs
- State and Territory Public Sector Commission

As this project is in its initial phase, additional stakeholders will be engaged as required throughout the 18-month project.

26 ⁶⁴ The Auslan, Interpreting and Translating Qualifications Review Project will be referred to as the Auslan Project.
⁶⁵ Project Code: PSA_ANN_2425_007.

⁶⁶ Project Code: PSA_ANN_2425_008.
⁶⁷ Project Code: PSA_ANN_2425_009.

2025 Proposed Strategies

Public Skills Australia proposes the following strategies to alleviate the identified workforce challenges.

- **Proposal to conduct a Cross-Jurisdictional Current and Future Skills Audit for the Public Sector**
- **Proposal to Review VET Traineeship and Apprenticeship Pathways into the Public Sector**

1

Proposal to conduct a Cross-Jurisdictional Current and Future Skills Audit for the Public Sector

- PROPOSAL

Public Skills Australia’s Government Subcommittee recommended the development of a strategy to investigate ways of enhancing consistency of workforce planning outcomes across jurisdictions. This work was also considered and supported by the Public Skills Australia Industry Advisory Group.

- Challenge:** Unclear understanding of workforce skills needs across the Federal and State/Territory public sector.
- Strategy:** Draft a proposal to gain support to undertake an audit of current and emerging public sector skills gaps across all Federal and State/Territory Government industry-sectors, to support consistency of public sector workforce planning.

Proposed Project Outline		Key Stakeholders
Actions: • Develop a project scope that identifies project deliverables and intended outcomes. • Articulate a clear methodology, which may include, but not limited to, the utilisation of strategic foresight tools and techniques, round tables and focus groups with key stakeholders. • Engage with industry to generate support and interest in participating in the project. • Define a problem statement for inclusion in the proposal, as well as anticipated outcomes and potential deliverable.		• Public Sector Commission representatives • Union representatives • Jobs and Skills Australia • STTAs and SROs • Labour market forecasting expert consultancy
Outcome: Develop a proposal for stakeholders to consider Public Skills Australia to undertake this work.		
Potential Focus Areas:	• Skills Shortage Identification	• Training Gaps
	• Future Skills Needs	• Cross-jurisdictional Consistency and Information Sharing

Proposal to Review VET Traineeship and Apprenticeship Pathways into the Public Sector

- PROPOSAL

Public Skills Australia’s Government Subcommittee recommended the development of a strategy to investigate the consistency of implementation and outcomes from Apprenticeship and Traineeship programs. This work was also considered and supported by the Public Skills Australia Industry Advisory Group.

- Challenge:** Usage of public sector pathway programs to address critical skills needs.
- Strategy:** Draft a proposal to undertake the mapping of current traineeship and apprenticeship pathways into public sector roles and potentially identify good practice in the implementation of these programs.

Proposed Project Outline

- Actions:**
- Develop a project scope that identifies project deliverables and intended outcomes.
 - Identify an appropriate methodology for the review.
 - Engage with industry to gain further insight into the Apprenticeship and/or Traineeship pathways available and understand how other jurisdictions may benefit from a proposed review.
 - Define a problem statement for inclusion in the proposal, as well as anticipated outcomes and potential deliverable.

Outcome:
Develop a proposal for stakeholders to consider Public Skills Australia to undertake this work.

Key Stakeholders

- Public Sector Commission representatives
- Union representatives
- DEWR
- STTAs and SROs

- Potential Focus Areas:**
 - Traineeship Programs
 - Apprenticeship Programs
- Career Pathways into Government
 - Graduate Streams into the Public Sector

2025 Stakeholder

Engagement

In the development of the 2025 Workforce Insights Reports, Public Skills Australia undertook extensive industry-sector consultation. The list of stakeholders engaged is found below. The approach adopted by Public Skills Australia towards the engagement of stakeholders, gathering and analysing their insights, and generating themes and challenges across the industry-sector, is summarised in the Methodology section of this report.

ACT Government Future Workforce Strategies Group

Australian Defence College

Australian Public Service Commission (including the APS Academy)

Community and Public Sector Union

Community and Public Sector Union Tasmania Branch

Defence People Group, Australian Public Service

Department of Employment and Workplace Relations, Australian Government

Queensland Public Sector Commission

State and Territory Training Authorities and Senior Responsible Officers.⁶⁸

Tasmania State Service Management Office

Training Services NSW

Victorian Public Sector Commission

Western Australia Public Sector Commission

⁶⁸ Public Skills Australia engaged with State and Territory Training Authority representatives from Victoria, New South Wales, Queensland, South Australia, and Tasmania, via online drop-in sessions. In-person engagement was undertaken with State/Territory Training Authority representatives from Northern Territory and Western Australia. Public Sector Commission, [School Based Traineeship Program](#), Government of Western Australia, 2025, accessed 13 February 2025.

Existing Strategies

- Existing Strategies in the Federal and State/Territory Governments
- Government Initiatives

Existing Strategies

APS Location Framework

Australian Public Service Commission Ongoing

The APS Location Framework is a guide that helps agencies use ‘workforce location’ to attract and retain skilled employees. It provides tools for decision-making and managing a distributed workforce.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will use the data asset to better understand the Federal Government workforce. This framework is a vital tool that will aid the Federal public sector in mitigating workforce challenges.

APS Strategic Commissioning Framework

Australian Public Service Commission Ongoing

The APS Strategic Commissioning Framework provides clear guidelines regarding moving APS agencies away from outsourcing work that is deemed to be the primary function of the APS or associated agency.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will monitor the APS Strategic Commissioning Framework, as it provides valuable information on where there may be skill or occupational shortfalls in the Federal public sector.

The 1000 NSW Public Sector Apprentices and Trainees Program

New South Wales Government Ongoing

The 1000 NSW Public Sector Apprentices and Trainees Program aims to enhance capacity and position the public sector as a leader in employing apprentices and trainees while addressing skills shortages.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will examine this program as part of mapping Federal and State/Territory Government pathway programs.

Australian Government Apprenticeship Program (AGAP)

Department of Employment and Workplace Relations (DEWR) Ongoing

A 12-month apprenticeship program was developed by the Department of Employment and Workplace Relations (DEWR) to support participants with on-the-job learning opportunities within the APS, skills and career progression, and the provision of a *Diploma of Government*.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will examine this program as part of mapping Federal and State/Territory Government pathway programs.

Australian Public Service Commission State of the Service Report

Australian Public Service Commission2023 - 2024

The 2023-2024 State of the Service Report is collated by the Australian Public Service Commission in conjunction with APS Agencies to demonstrate how the APS supports the Australian Government, Parliament and community by delivering government initiatives within the APS Values framework.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

The State of the Service Report provides a valuable workforce data asset to inform Public Skills Australia's research efforts.

Australian Public Service Reform Annual Progress Report 2024

Australian Public Service CommissionCompleted 2024

The APS Reform program endeavours to strengthens the public service, enabling it to adapt to changes in public needs and expectations of government. The Annual Progress Report 2024 provides an update on the reform initiatives.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will look to the Annual Progress Report to identify opportunities to provide future support to Federal public sector workforce and skilling needs.

Grow Your Own Regional Workforce Program

Jobs Queensland2022 - 2032

The Queensland Government's 2022-2025 Action Plan, Good People, Good Jobs: Queensland Workforce Strategy 2022-2032, includes the 'Grow Your Own Regional Workforce Program.' This initiative helps local stakeholders identify workforce needs and plan for the skills required in their sectors to support community and economic goals.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will monitor the outcomes of this work to develop a deeper understanding of skills and occupation needs in the Queensland public sector. The work being done by Jobs Queensland enables the maturation of workforce planning capabilities within Queensland.

NSW Public Service Commission Strategic Workforce Planning Framework

New South Wales Public Service CommissionOngoing

The NSW Public Service Commission Strategic Workforce Planning Framework provides a viable and values-driven approach to strategic workforce planning. The framework is intended to be used across all areas of a NSW public sector agency to ensure that the NSW public sector workforce is agile, capable and can effectively respond to digital advancements, community expectations and demographic changes.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will monitor the outcomes of this work to develop a deeper understanding of skills and occupation needs in the NSW public sector. The work being done by the NSW Public Service Commission enables the maturation of workforce planning capabilities across the NSW public sector.

NSW Skills Plan 2024-28: Building Skills and Shaping Success

New South Wales Department of Education2024 - 2028

The NSW Skills Plan 2024-28, aligned with the Department of Education's 'Our Plan for Public Education', aims to strengthen the VET system and prepare the workforce for future challenges. It focuses on essential skills in industries facing shortages, such as construction, digital, cyber, and energy transition.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will continue to consult with the NSW Dept of Education in regards to critical skills gaps highlighted in the NSW Skills Plan 2024-28. Public Skills Australia will work with the NSW Dept of Education to identify any opportunities to address critical skills needs within the NSW public sector.

Queensland Government Workforce Planning: Agency Requirements

Queensland Public Sector CommissionOngoing

The Queensland Public Sector Commission outlines what agencies in the Queensland Public Service need to do to meet their strategic workforce planning obligations. The agency requirements provide support and resources, while also enabling the agencies to build strategic workforce plans that also line up with both sector and agency strategic objectives, and any legislative requirements.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will monitor the outcomes of this work to develop a deeper understanding of skills and occupation needs in the Queensland public sector. The work being done by the Queensland Public Sector Commission enables the maturation of workforce planning capabilities across the Queensland public sector.

Queensland Public Sector Commission Even Better Public Sector for Queensland Strategy

Queensland Public Sector Commission 2022 - 2028

The 'Even Better Public Sector for Queensland' Strategy provides guidance and support to enabling the sector to deliver advice and services to a high standard, with a series of goals to be achieved in a 5-year period to provide leadership and stewardship to the Queensland Public Service. The overall aim is for a strong foundation across agencies to be implemented to facilitate ongoing success in the Queensland Public Service.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will continue to engage with the Queensland Public Sector Commission to identify opportunities arising from the action plan attached to this strategy, specifically in relation to identified skills gaps.

SA Office of the Commissioner for Public Employment State of the Service Report 2024

South Australia Office of the Commissioner for Public Sector Employment Completed 2024

The *State of the Sector Report* is provided to the Parliament of South Australia annually, to provide information as to how the South Australian public sector is operating under the public sector principles and outlines actions to support the public sector principles described in the Public Sector Act 2009.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will use *The State of the Sector Report* provides a valuable workforce data asset to inform Public Skills Australia's research efforts.

The Northern Territory Public Sector (NTPS) Workforce Strategy

Office of the Commissioner for Public Employment NT 2021 - 2026

The *NTPS Workforce Strategy 2021-2026* aims to enhance the public sector's ability to deliver policies and services effectively. It focuses on building workforce capability with an emphasis on adaptability and resilience.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will seek to build relationships with the Office of the Commissioner for Public Employment to identify opportunities arising from this strategy, specifically in relation to identified skills gaps.

Victorian Cyber Internship Program

Department of Government Services Ongoing

The Cyber Internship Program has been rolled out in Victoria as a 6-month paid internship program and provides a pathway for successful applicants to gain vital skills in addition to hands-on experience in the field. Interns additionally gain a *Certificate IV in Cyber Security* upon successful completion of the program, and the opportunity to move into cyber-security roles within the Victorian Public Service (VPS).

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will examine this program as part of mapping Federal and State/Territory Government pathway programs.

WA Public Sector Commission 2023-24 Annual Report

Western Australia Public Sector Commission Completed 2024

The *2023-24 WA Public Sector Commission Annual Report* outlines the current strategic plan for the WA Public Sector for the next 4 years. Key areas of focus are attraction, recruitment, retention and selection of the workforce.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will use the Annual Report provides a valuable workforce data

WA Public Sector Commission School-Based Traineeship Program

Western Australia Public Sector Commission Ongoing

The School Based Traineeship Program is an entry-level pathway for high school students and provides them with real world experience working in participating government agencies across the Western Australian public sector over an 18-month period, as well as completion of a *Certificate II in Government*.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will examine this program as part of mapping Federal and State/Territory Government pathway programs.

Youth Employment Pathways

South Australia Office of the Commissioner for Public Sector Employment Ongoing

Under the umbrella of the South Australian public sector jobs portal 'I WORK FOR SA', the South Australian public sector has created an additional pathway for youth employment in the public sector with the intention to create opportunities, provide support and facilitate an adaptable and diverse public sector workforce.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK

Public Skills Australia will examine this program as part of mapping Federal and State/Territory Government pathway programs.

Government Initiatives

2024 Core Skills Occupation List – Key Findings Report		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Jobs and Skills Australia (JSA)	2024 - ongoing	Public Skills Australia will continue to work closely with JSA to ensure the CSOL is effective of Public Safety and Government occupations. Additionally, Public Skills Australia will continue to communicate with industry to ensure there is transparency on any relevant occupations that can be filled through skilled migration channels.
The Core Skills Occupation List (CSOL) provides labour market analysis that informs the identification of occupations that are considered appropriate for employer-sponsored temporary migration through the Core Skills Stream of the Skills in Demand (SID) Visa.		
Australian Cyber Security Strategy		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Department of Home Affairs	2023 - 2030	Public Skills Australia will support the Cyber Security Strategy in its work with Public Safety and Government industry-sectors. Ensuring that Public Safety and Government industries have the requisite workforce skills and expertise to fulfil the Cyber Security Strategy is of critical importance for the safety of the Australian public and businesses.
The 2023 - 2030 Australian Cyber Security Strategy serves as a roadmap to achieve the Australian Government's vision of becoming a world leader in cyber security by 2030.		
Better Together - The Jobs and Skills Report 2024		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Jobs and Skills Australia (JSA)	2024 - ongoing	Public Skills Australia will continue to be guided by workforce insights provided by JSA and continue to align efforts to JSA's identified jobs and skills focus areas.
As part of JSA's mandated obligations to provide insight on the Australian labour market and advice on workforce needs and priorities, this report details evidence aligned to five strategic pillars to enable a more prosperous economic future. Specifically, this report outlines JSA's key current and emerging datasets that provide useful insight on the intricacies of Australia's labour market. This includes, but is not limited to, insight on the current VET workforce, First Nations employment participation, regional workforce investment, emerging roles and employment projections.		

Closing the Gap		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Council of Australian Governments	2019 - 2029	Public Skills Australia acknowledges that representation of First Nations peoples within the five Public Safety and Government industries varies greatly. Improving the quality of workforce data pertaining to First Nations people's representation is an ongoing priority in workforce planning.
The Closing the Gap Report informs the development of recruitment, health and social programs specific to First Nations peoples. These programs are deployed across the Public Safety and Government industry-sectors.		
Occupation Standard Classification for Australia (OSCA)		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Australian Bureau of Statistics (ABS)	2024 - ongoing	Public Skills Australia will continue to play an active role in providing feedback to the ABS on the relevance and accuracy of OSCA as it relates to Public Safety and Government occupations.
Formally known as ANZSCO, the OSCA is a standardised framework for classifying occupations within Australia. As part of the replacement process from ANZSCO to OSCA in 2024, the ABS announced that OSCA will undergo regular updates in accordance with the OSCA Maintenance Strategy.		
Occupational Shortage List (OSL)		HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA'S WORK
Jobs and Skills Australia (JSA)	Ongoing	This information enables Public Skills Australia to tailor workforce development strategies and training programs to address critical gaps in the Australian labour market. The OSL provides Public Skills Australia with valuable insights into current labour market trends, helping to identify skills shortages within our industry-sectors across Australia.
The OSL (formerly the Skills Priority List) offers an annual point-in-time review of the status of Australian occupations. Specifically, the OSL reports on whether occupations (at the four-digit and six-digit ANZSCO level) are experiencing shortages nationally and for each State and Territory in regional or metropolitan areas.		

The Australian Government’s Strategic Priorities

Department of the Prime Minister and Cabinet 2022 - 2026

The Federal Government’s strategic priorities provide a four-year (2022 - 2026) policy direction for the Australian Public Service (APS) and sets targets across key areas. These key areas include the economy, public health and climate change.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA’S WORK

Public Skills Australia will support the implementation of the Federal Government’s strategic priorities, particularly those which seek to strengthen the workforces within Public Skills Australia’s remit.

**The Clean Energy Generation:
Workforce needs for a Net Zero Economy**

Jobs and Skills Australia (JSA) 2023 - 2025

This series of reports considers emerging and future clean-energy workforce requirements as Australia strives to reach net-zero emissions by 2050. JSA’s preliminary modelling estimates Australia’s clean-energy workforce will need to grow from the current 53,000 workers to 84,000 workers by 2050.

HOW IT WILL INFORM PUBLIC SKILLS AUSTRALIA’S WORK

This information enables Public Skills Australia to tailor workforce development strategies and training programs to address critical gaps in the Australian labour market. The OSL provides Public Skills Australia with valuable insights into current labour market trends, helping to identify skills shortages within our industry-sectors across Australia.

Looking Ahead to 2026

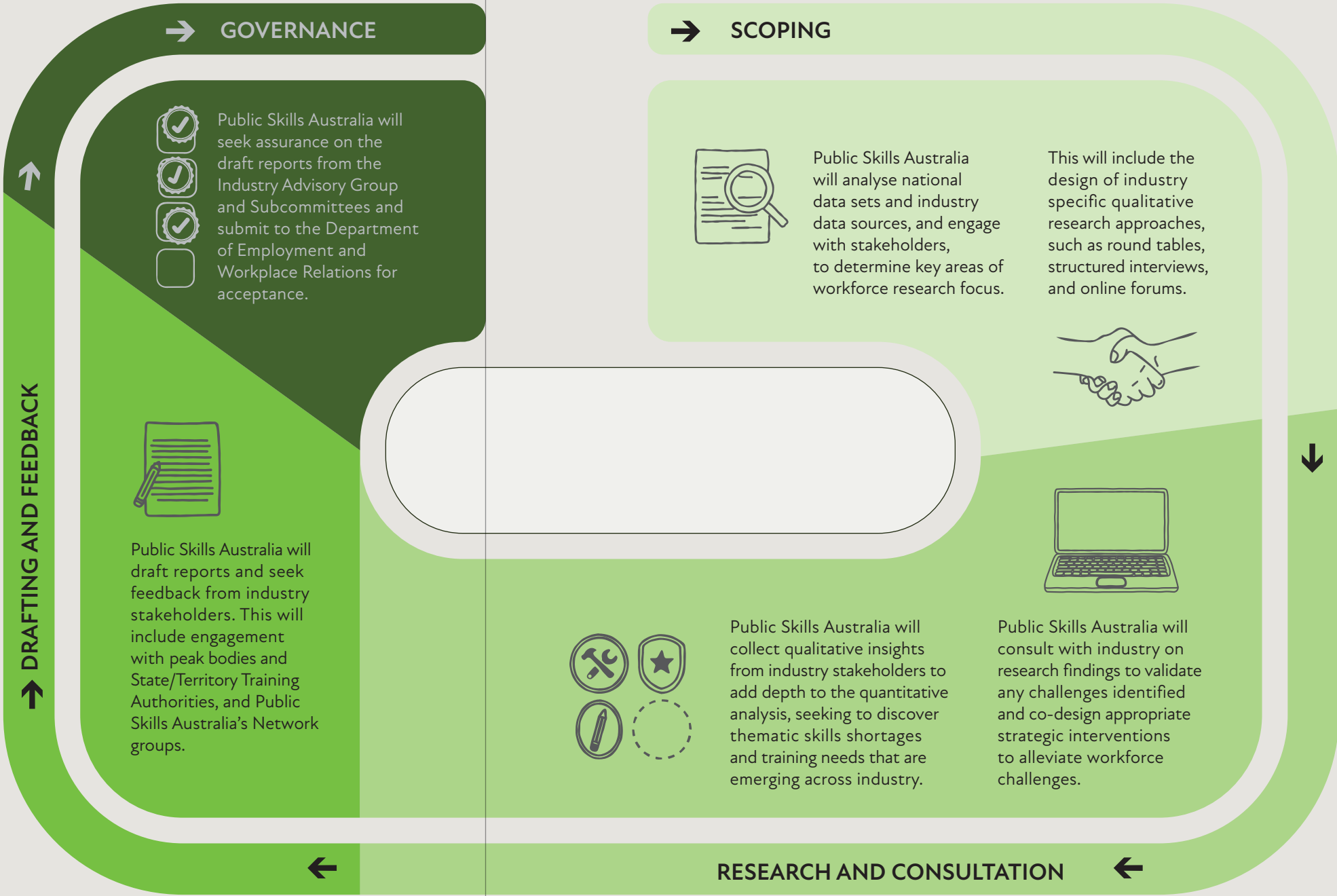
Public Skills Australia has built on its 2024 Workforce Plans in delivering this 2025 Workforce Insights Report.

Looking forward to future workforce planning activities, Public Skills Australia will continue to deepen and broaden engagement with industry employers, employee union representatives, and Government organisations.

In doing this, Public Skills Australia will sharpen its focus towards new and emerging workforce challenges that are impacting across the Public Safety and Government industry-sector, including the analysis of nuanced skills gaps and workforce shortages across regional and niche parts of industry.

By taking a deeper dive into the Public Safety and Government industry, Public Skills Australia will ensure that any identified workforce challenges and proposed strategies are robust and supportive of the contemporary needs of the workforces within Public Safety and Government.

Public Skills Australia will explore innovation in the delivery of workforce planning products in 2026 to enhance accessibility and practicality for stakeholders.



Appendix A

List of Federal Government Data Overview Sources

Figure 1
Roles and functions delivered by the APS
Australian Public Service Commission (APSC), [APS Strategic Commissioning Framework](#), APSC, 2023, accessed 13 January 2025.

Employment projections (Federal Government)
Jobs and Skills Australia (JSA), [Employment Projections](#) (May 2024 to May 2029 and May 2034), JSA, n.d., accessed 4 March 2025.

Persons employed in Federal Government Administration
Australian Bureau of Statistics (ABS), [Table EQ06](#), original data. Employed persons by industry group of main job (ANZSIC), Sex and State/Territory, November 1984 onwards [time series spreadsheet], Labour Force, Australia, Detailed, [data set], ABS, 2024, accessed 13 February 2025.

Figure 2
Location and employment growth of APS employees
Australian Public Service Commission (APSC), [Appendix 1–APS workforce trends](#), APSC, 2024, accessed 3 March 2025.

Appendix B

List of State and Territory Government Data Overview Sources

Figure 3

Persons employed in State and Territory Government Administration

Australian Bureau of Statistics (ABS), [Table EQ06](#), original data. Employed persons by industry group of main job (ANZSIC), Sex and State/Territory, November 1984 onwards [time series spreadsheet], Labour Force, Australia, Detailed, [data set], ABS, 2024, accessed 6 March 2025.

Number of State and Territory Government agencies

ACT Government, [Directorates and agencies](#), ACT Government, n.d., accessed 25 March 2025.

NSW Government, [NSW Government Directory A to Z](#), NSW Government, n.d., accessed 25 March 2025.

Northern Territory Government, [Government agencies](#), Northern Territory Government, n.d., accessed 25 March 2025.

Queensland Government, [State of the sector report 2024](#), State of Queensland (Public Sector Commission), Queensland Government, 2024.

Government of South Australia, [Workforce Information Report 2023-24](#), Office of the Commissioner for Public Sector Employment, Government of South Australia, 2024.

Department of Premier and Cabinet, [Tasmanian State Service Annual Report 2023-24](#), Tasmanian State Service, Department of Premier and Cabinet, Tasmanian Government, 2024.

Victorian Public Sector Commission (VPSC), [List of public sector employers](#), VPSC, 2025, accessed 25 March 2025.

Government of Western Australia, [Find an agency](#), Government of Western Australia, n.d., accessed 25 March 2025.

Figure 4

State and Territory election results 2024-25

ABC News, [Australian Capital Territory Election 2024 Results](#), ABC News, 2024, accessed 4 March 2025.

ABC News, [Northern Territory Election 2024 Results](#), ABC News,2024, accessed 4 March 2025.

ABC News, [Queensland Election 2024 Results](#), ABC News, 2024, accessed 4 March 2025.

ABC News, [Tasmania Election 2024 Results](#), ABC News, 2024, accessed 4 March 2025.

ABC News, [Western Australia Election 2025 Results](#), ABC News, 2025, accessed 25 March 2025.

Ratios of employees to population in 2024

Australian Bureau of Statistics (ABS), [Table EQ06](#), original data. Employed persons by industry group of main job (ANZSIC), Sex and State/Territory, November 1984 onwards [time series spreadsheet], Labour Force, Australia, Detailed, [data set], ABS, 2024, accessed 6 March 2025.

Australian Bureau of Statistics (ABS), [National and State/Territorypopulation September 2024](#), [data set], 2025, accessed 25 March 2025.

Figure 4.1

Employment projections (State and Territory Government)

Jobs and Skills Australia (JSA), [Employment Projections](#) (May 2024 to May 2029 and May 2034), JSA, n.d., accessed 4 March 2025.

Roles supporting non-front line functions of State/Territory Governments

Australian Bureau of Statistics (ABS), [7520 State Government Administration](#), ABS, June 2013, accessed 6 March 2025.

Public Skills Australia is one of ten Jobs and Skills Councils.

Jobs and Skills Councils enable the modern and responsive skilled workforces that are required for Australia to prosper. Skilled workforces underpin our strong economy, allowing us to keep living standards high.

We lead efforts to make sure Australia has the right workers, with the right skills, that our nation needs.

2025 FEDERAL & STATE/
TERRITORY GOVERNMENT

WORKFORCE INSIGHTS REPORT



**PUBLIC SKILLS
AUSTRALIA**
PUBLIC SAFETY SKILLS AUSTRALIA LTD

JSC

Jobs and Skills Council
Public Safety and Government
An Australian Government Initiative