



Digital skills and capability gaps

June 2021

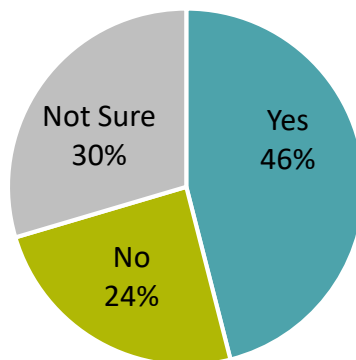
Research Note 04-21



Almost one in five employees who perceived missing skills or capability gaps in their workgroup identified digital as one of them

The 2020 APS Employee Census asked respondents if they perceived skills or capability gaps in their immediate workgroup. Of those who did, 18% identified digital as a missing skill or capability.

Are there currently skills or capability gaps within your immediate workgroup?



What skills or capabilities, if any, are missing within your immediate workgroup?

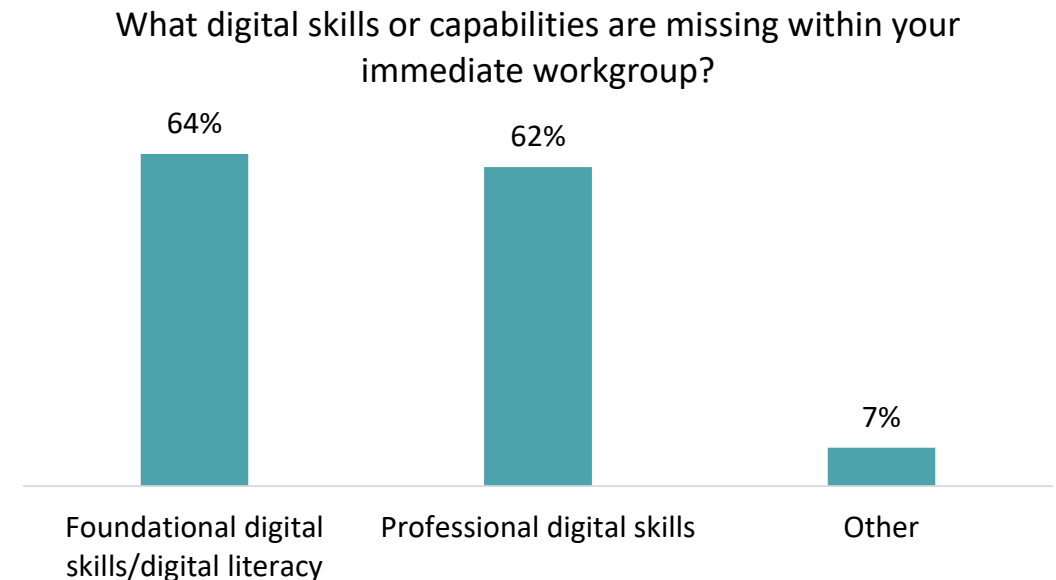


Employees who perceived digital capability gaps identified foundational digital skills and professional digital skills as missing

Respondents who identified digital as a skills or capability gap were then asked to select the type of missing digital skills or capabilities.

64% of respondents selected foundational digital skills and 62% selected professional digital skills.

Around a third (31%) selected both as the type of digital capability that was missing from their immediate workgroup.



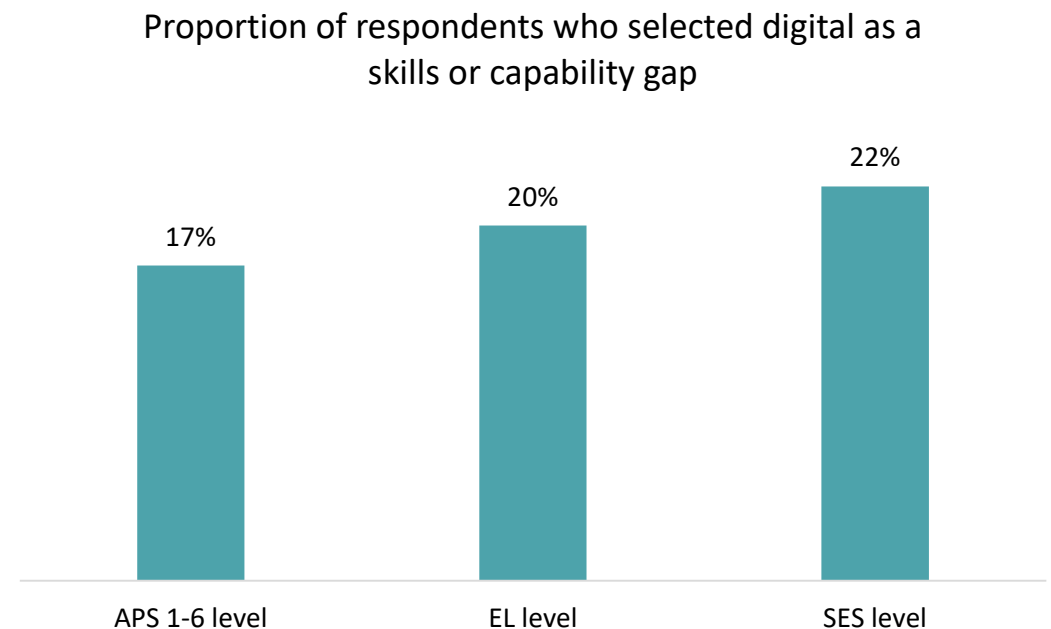
Professional digital skills were defined as including development operations engineering, robotic process automation, user experience, testing/automated testing, solutions architecture, cyber security.

Foundational digital skills/digital literacy was defined as including working level use of digital devices and online applications, awareness of e-safety/personal cyber safety, understanding of digital technologies impacting one's work area, safe use of social media and online communications.

SES employees more commonly identified a digital skill or capability gap in their immediate workgroup

Almost a quarter (22%) of SES level respondents who perceived missing skills or capability gaps said digital skills were missing from their workgroups.

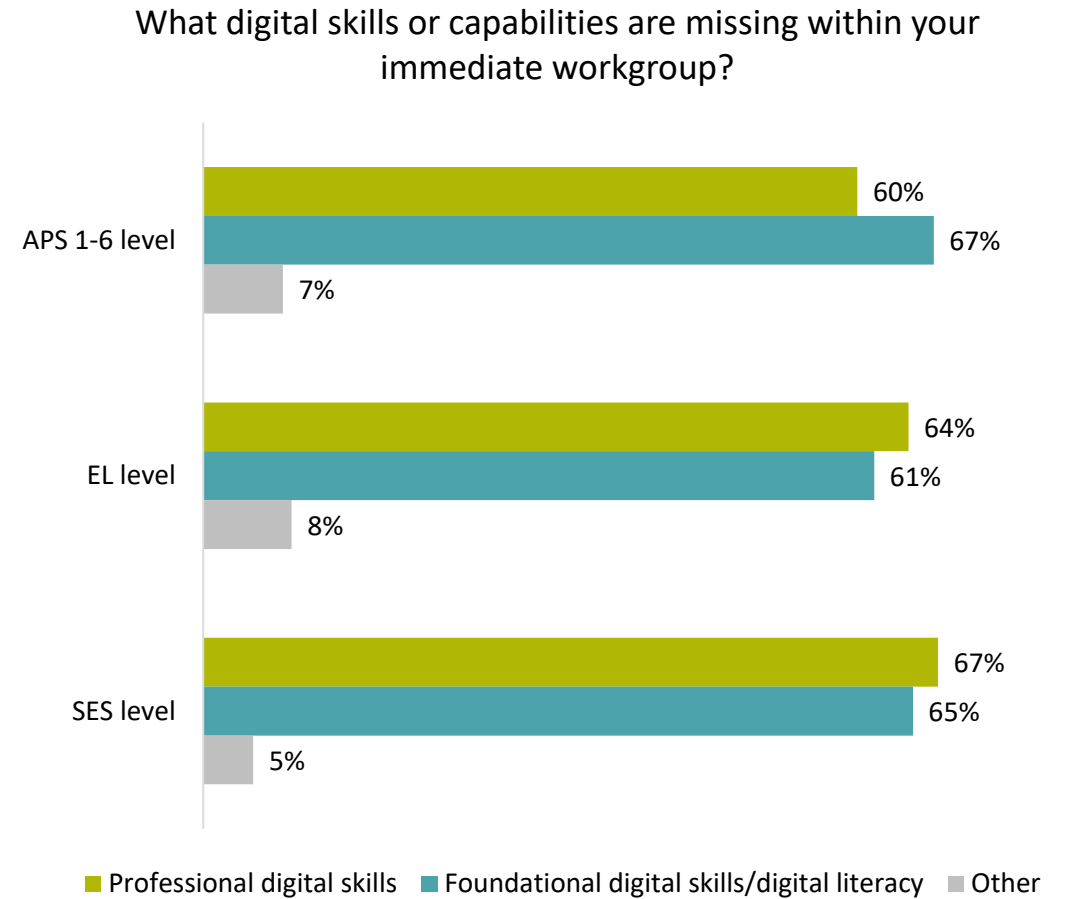
17% of APS level respondents who perceived a missing skill or capability gap selected digital.



APS, EL and SES employees had varied responses to the type of digital skills missing from their immediate workgroup

Of those who identified a digital skill gap in their immediate workgroup, a larger proportion of APS level respondents perceived foundational digital skills as missing.

EL and SES level respondents more commonly perceived professional digital skills as the digital capability gap in their immediate workgroup.

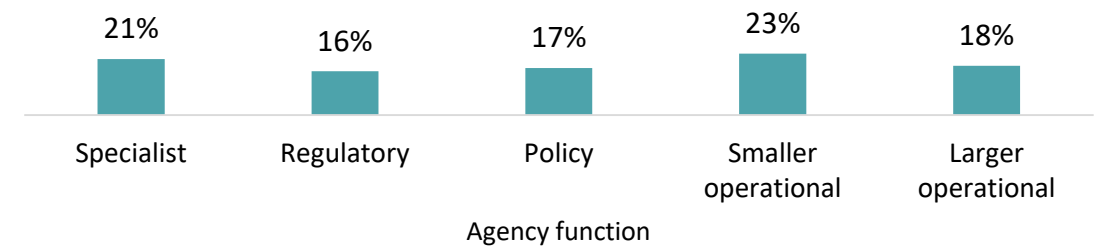
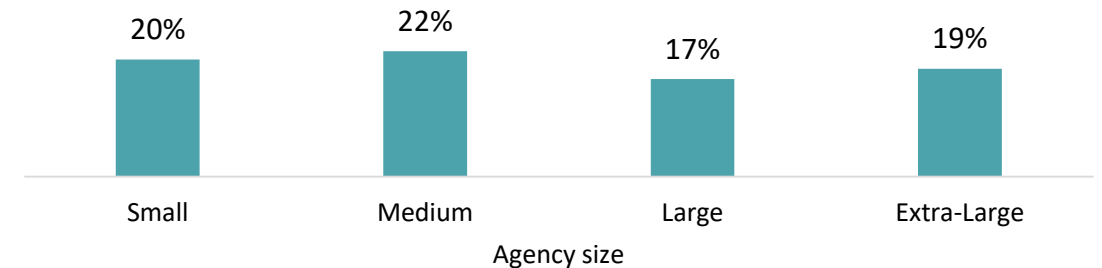


The proportion of employees who identified digital skills or capability gaps varied slightly by agency size and function

17% of those identifying skills or capability gaps from large agencies identified digital as a capability missing from their immediate workgroups. For those from medium-sized agencies, it was 22%.

23% of those identifying skills or capability gaps from smaller operational agencies identified digital as a capability missing from their immediate workgroups. For those from larger operational agencies, it was 18%.

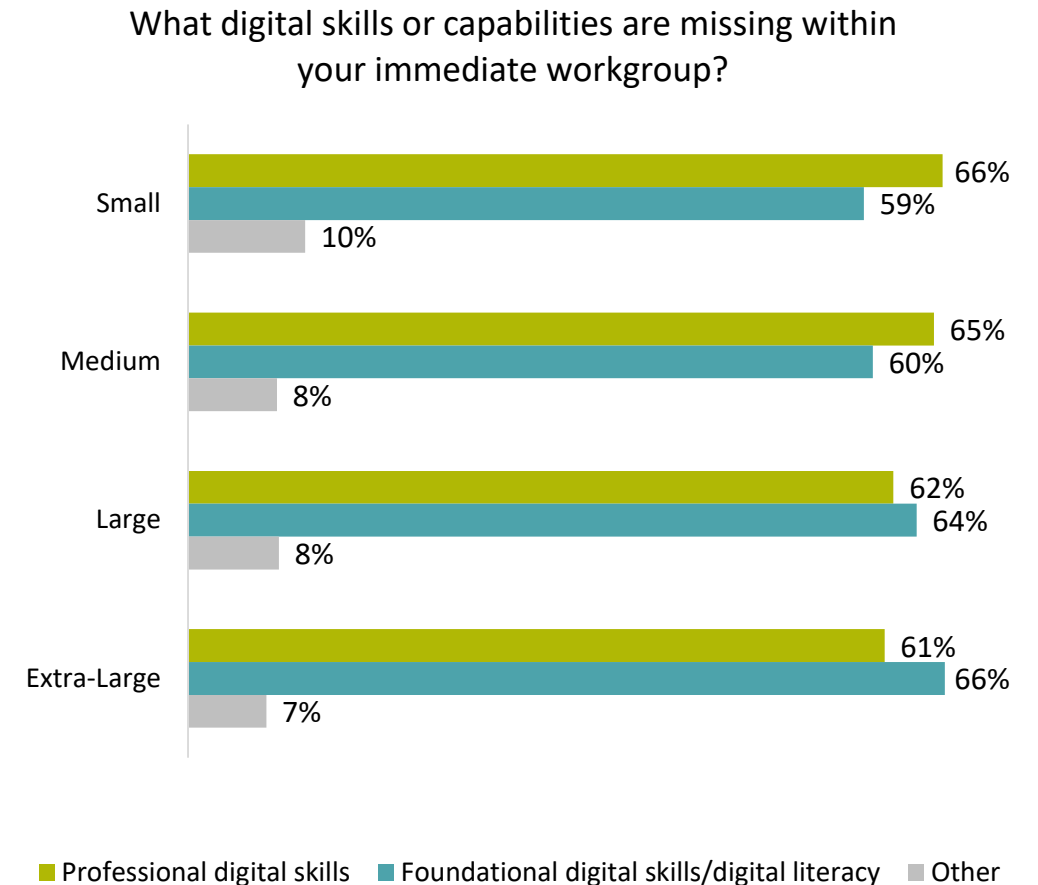
Proportion of respondents who selected digital as a skills or capability gap



The type of digital skills missing from employees' immediate workgroups varied by agency size

Respondents from smaller agencies most commonly identified professional digital skills as the type of digital skills that were missing from their immediate workgroups.

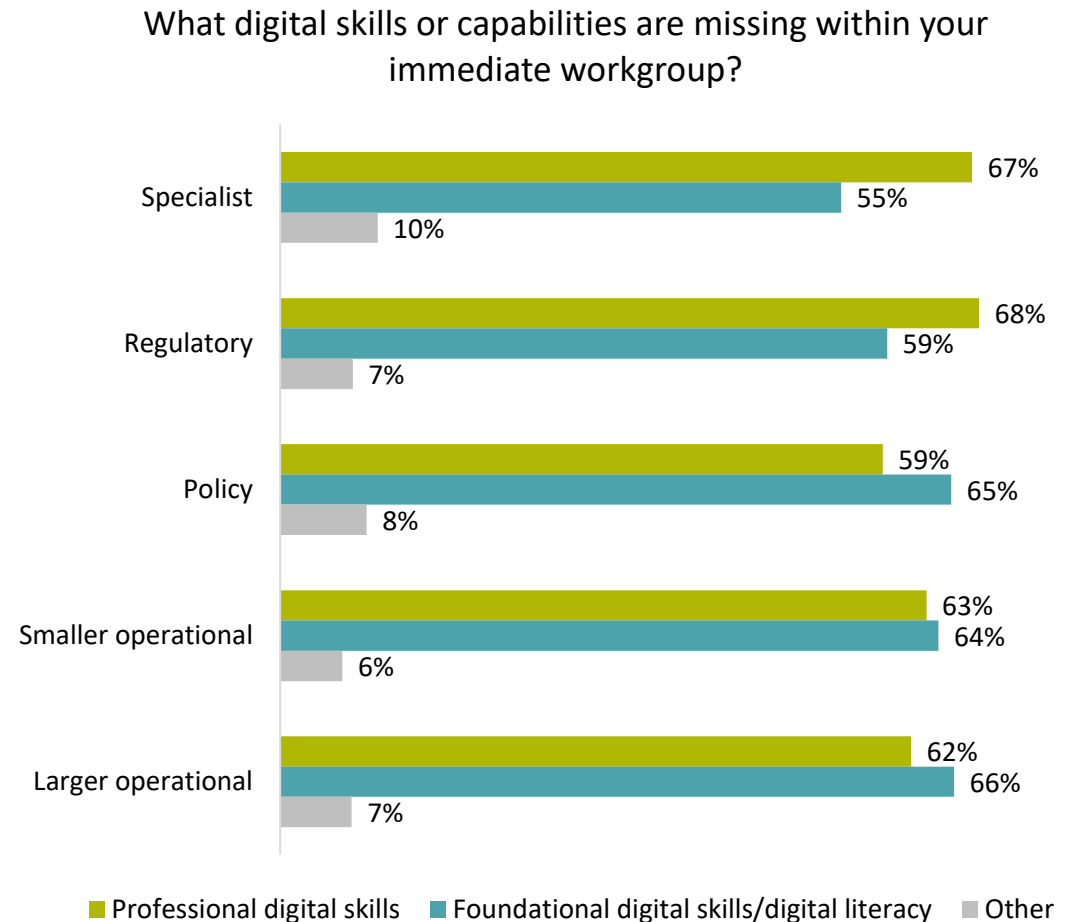
Those from larger agencies most commonly identified foundational digital skills as missing.



The type of digital skills missing from employees' immediate workgroups also varied by agency function

Of those who said that digital skills were missing from their immediate workgroups, larger proportions of respondents from policy and operational agencies perceived foundational digital capability gaps.

Larger proportions of those from specialist and regulatory agencies, however, identified professional digital skills as missing.



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