

# ACS Strategy 2017-2022



INSPIRING SUCCESS FOR 50 YEARS

# Who we are

## PURPOSE

The ACS is the professional association for Australia's Information and Communication Technology (technology) sector.

The Principal Objective of the ACS is to promote the development of Australian information and communications technology resources

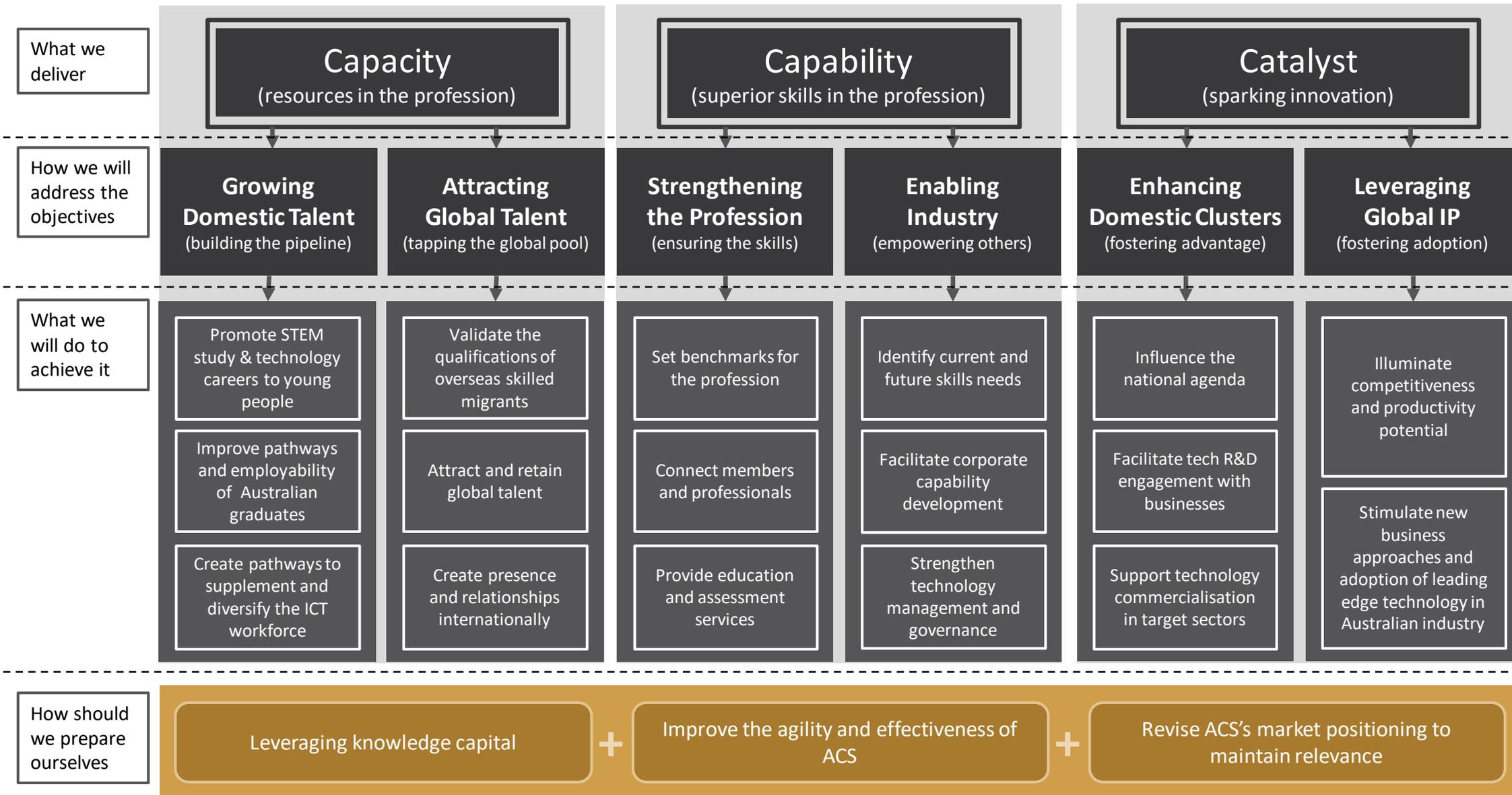
## VISION

For Australia to be a world leader in technology talent that fosters innovation and creates new forms of value

## MISSION

- To deliver authoritative independent knowledge and insight into technology
- To build relevant technology capacity and capability in Australia
- To be a catalyst for innovative creation and adoption of technology for the benefit of commerce, governments and society

# ACS Strategy 2017-2022



CAPACITY

SUFFICIENT

RESOURCES

# Capacity

(sufficient resources)

'Capacity' refers to the 'numbers' of professionals necessary to meet Australia's economic growth needs. ACS will lead the country's drive to ensure an adequate supply of future resources to support both the technology sector and all other aspects of commerce, government and society where technology professionals are required to ensure the growth aspirations of the country



## Growing Domestic Talent

(GROW)

ACS will lead initiatives to encourage the development of a home-grown, diverse pipeline of technology professionals, committed and able to work in Australia



## Attracting International Talent

(ATTRACT)

ACS will be the prime organisation leading the attraction, assimilation and retention of suitably skilled overseas talent

Capacity

Grow

Promote STEM study & technology careers to young people

## Definition

Sowing the seeds: Australia has seen a decline in the attractiveness of technology as a profession for young people. ACS will promote awareness and attractiveness of STEM study and technology careers to young people, and stimulate interest in technology at secondary and tertiary education levels

## Measurements

- # of students studying technology courses in secondary education systems
- # of new domestic graduates from technology tertiary education courses
- # of educators participating in ACS technology Educators Community of Practice
- Number of applicants per place for accredited courses

## Current products / services / activities

- Corporate member program for Universities
- Corporate to Campus online training for students
- Trusted advisor to government on policy development including advice to the Australian national curriculum
- Support of ACS Foundation 'Big Day In'

## Key Initiatives

- Establish a national community of practice for technology Educators
  - Resources curated to support optimum delivery of the ACARA curriculum
  - Grassroots networks established to build confidence in teaching

Capacity

Grow

## Improve pathways and employability of Australian graduates

### Definition

Employment issues have resulted in over 30% of Australian computer science graduates still seeking full time work some 4 months after graduating. ACS will develop and deliver programmes that improve the employability of Australian domestic technology graduates

Source: GCA, GradStats December 2015

### Measurements

- % of domestic technology graduates in full time work 4 months after graduating
- # of intern places for technology graduates

### Current products / services / activities

- Membership; professional development and networking events (eg. YIT)
- Mentoring
- Career development events
- CV and interviewing

### Key Initiatives

- Develop internship program with key business partners
- Review ACS role in providing Jobs Board and recruitment services (feasibility study)
- Develop a methodology to identify the type of skills that government and business need from technology professionals

Capacity

Grow

Create pathways to supplement and diversify the technology workforce

### Definition

There is a significant skill shortage of technology professionals. Improving workforce participation is a critical enabler including addressing the significant under representation of women and mature workers in the Australian technology workforce.

ACS will seek to grow the workforce by developing programs that encourage diversity, inclusion and reskilling.

### Measurements

- Growth in women in the technology workforce
- Growth in mature workers in technology workforce
- Increased representation of minority groups in ICT e.g. ATSI

### Current products / services / activities

- Diversity board

### Key Initiatives

- Identify score group of sectoral reskilling opportunities e.g. transition of manufacturing sector workforce, retirees etc
- Identify mechanisms to match the demand for ICT professionals and skills with a diversified workforce

Capacity

Attract

Validate the qualifications of overseas skilled migrants

## Definition

Migration of suitably qualified overseas professionals is key to bridging the technology supply gap. ACS will remain the prime organisation undertaking efficient and effective evaluation of overseas technology professionals' skills, and will be the benchmark organisation for other migration assessment agencies

## Measurements

- Average processing time for skills assessment

## Current products / services / activities

- Migration Skill Assessment (MSA)

## Key Initiatives

- Establish a capability to review Migration Skills Assessment (MSA) functions, including identification of threats and opportunities and to improve the service

Capacity

Attract

Attract and retain global talent

## Definition

Attracting 'the best' overseas candidates to study technology in Australian universities forms a key pillar of ensuring a future capacity pipeline. ACS will work with Australian tertiary technology course providers to ensure their courses remain relevant and attractive in order to enhance Australia's position as a target destination for the best quality of overseas student.

## Measurements

- # of overseas students for approved technology tertiary education courses
- # of overseas students per available, accredited university place
- # of participants on 'Professional Year' programme
- # of overseas graduates in employment

## Current products / services / activities

- Course accreditation
- Course curriculum advice
- Professional Year mentoring

## Key Initiatives

- Roll-out of Advanced Professional Level accreditation
- Investigate the changing education paradigm in professional and vocation education (e.g. moving to self-learning of discrete competency modules away from formalised degree, certificate and institutional learning) and consider options for ACS's future involvement

Capacity

Attract

Create presence and relationships internationally

## Definition

Creating presence and relationships internationally will enhance the attractiveness of working with and within Australia's ICT profession. ACS will explore new means of engaging with the regional and global ICT profession and relevant industries.

## Measurements

- # of members who reside overseas

## Current products / services / activities

- Involvement with international institutions e.g. UN programs, conferences, symposium
- Licensing the use of ACS content to international partners

## Key Initiatives

- Develop international market plan
- Explore potential international partnerships and collaboration opportunities

**CAPABILITY**

SUPERIOR

**SKILLS**

# Capability

(superior skills)

‘Capability’ refers to the skills necessary to maximise advantage from the deployment and usage of technology. It covers the skills necessary for both technology professionals as well as the wider workforce and community for whom technology is, and will continue to become, an all pervasive part of everyday work and personal life. ACS will take a lead role in ensuring that everyone has the best skills possible to enable them to maximise the advantages of the digital economy



## Strengthening the Profession

(ensuring the skills)

ACS will provide ‘the’ recognised benchmarks for accreditation within the industry, and will ensure that all technology professionals have access to networks, information and training that allow them to become ‘the best they can be.’



## Enabling Industry

(empowering others)

ACS will ensure that the wider business and social communities understand the benefits of the continuously evolving digital world, and has the necessary skills to allow them to reap the advantages of participation

## Definition

A credible profession has a series of benchmarks against which its participants may be recognised and judged.

ACS will establish and award the definitive set of certifications which encourage continuous upskilling and which are the recognised 'trademark' of qualified practitioners and practitioner organisations.

## Measurements

- # of certified professionals (by grade of certification)
- # of recognised organisations ('Trustmark')
- # of complaints (from 3rd parties to ACS)

## Current products / services / activities

- Certified Technologist; aligned to SFIA level 3 skills
- Certified Professional; aligned to SFIA level 5 skills

## Key Initiatives

- SME TrustMark

Capability

Strengthen  
Profession

Connect members and professionals

## Definition

The constantly changing technology landscape places great pressure on professionals to maintain a relevant personal knowledge base and network of contacts.

ACS will provide a chosen and trusted source of knowledge through member networking services and access to thought leader articles and studies

## Measurements

- # of members
- # of downloads of 'knowledge'
- Membership participation rate

## Current products / services / activities

- PD/Networking events
- technology Leaders
- ACS Digital Report
- ACS Journal Library
- PC & Tech Authority and Atomic brand
- ACS' flagship publication Information Age
- CRN

## Key Initiatives

- Establish online communities through the Digital Business Strategy

Capability

Strengthen  
Profession

Provide education and assessment services

### Definition

Assessing 'skills needs' and providing relevant training is key to maintaining the skills set of the professional.

ACS will provide services to individuals to allow them to understand where there may be knowledge gaps, and then to provide pathways to bridge those gaps through directly delivered education or through accredited third party providers

### Measurements

- # of downloads of 'knowledge'
- Membership participation rate

### Current products / services / activities

- mySFIA
- CPD online
- Virtual college
- Desktop and Technical Skills Videos
- Future Leaders Institute
- Instructor-Led Courses
- EdXN

### Key Initiatives

- Develop bespoke professional development solutions for corporate partners
- Develop course framework for business skills for ICT Entrepreneurs

Capability

Enable  
Industry

Identify current and future skills needs

### Definition

ACS will undertake research across the profession and within industries and sectors to identify resource shortages and skills gaps.  
ACS will work with industry and sector leaders to translate emerging business trends and disruptions into a context for the profession curriculum development.

### Measurements

- # engagements on skills needs with industry and sector leaders

### Current products / services / activities

- Skills White Paper
- Remuneration Survey
- Australia's Digital Pulse
- Tomorrows Digitally Enabled Workforce

### Key Initiatives

- Establish an internal capability to undertake research and engagement with the business sector

Capability

Enable  
Industry

Facilitate corporate capability development

## Definition

Competitive Australian businesses need to understand their own talent pools and to enable the professional growth of their staff. ACS will work with partner corporations and provide services to map talent pools, provide professional development plans and facilitate development of professionals

## Measurements

- # of participants in ACS run/sponsored training activities
- \$ from development activities

## Current products / services / activities

- SFIA
- Corporate partner program
- Workforce Planning & Development consulting services

## Key Initiatives

- Enable corporate partner access to digital skills library, automated skills profiling, and dashboard reporting
- Develop and execute a proactive market and sales plan around ACS services

Capability

Enable  
Industry

Strengthen ICT management and governance

### Definition

ICT capability extends beyond the specific skills of individual professionals to the processes of management and governance of technology. ACS will work with members and industry partners to provide capability in management and governance of technology programs and investments.

### Measurements

- # of governance process requests received

### Current products / services / activities

- Provision of “shop-front” for member organisations that provide consulting services in technology management and governance

### Key Initiatives

- Develop process for increased maturity of technology management and governance

CATALYST

SPARKING

INNOVATION

# Catalyst

(sparking innovation)

'Catalyst' refers to the process of reaping benefit through deployment and use. ACS will encourage Australia to become a global benchmark for the usage of technology and to ensure that, through leveraging technology, Australia achieves economic growth objectives whilst ensuring a safe and secure technology operating environment that protects all users from emerging cyber threats



## Enhancing Domestic Clusters

(developing critical niche areas)

ACS will assist the government and industry to establish niche areas where Australia may wish to develop world class, in-country, technology capability in order to drive economic growth and protect national security



## Leveraging Global IP

(fostering local application)

ACS will assist the wider Australian business and community to leverage the best of global technology, not necessarily as a first adopter, but as a global benchmark for best of breed application

Catalyst

Domestic  
Clusters

Influence the national agenda

### Definition

A focus on creating centres of domestic excellence in target technology cluster areas can offer Australia significant global economic advantage. ACS will use its position to connect Australia's foremost authorities on technology to influence the national agenda to establish the technology areas of domestic national significance.

### Measurements

- # of relevant white papers, thought leadership and opinion pieces
- # of participations in key government study groups

### Current products / services / activities

- Research reports e.g. "Australia's Digital Pulse"

### Key Initiatives

- Steer national-level discussion through thought leadership, opinion and publications
- Establish a research and policy capability

Catalyst

Domestic  
Clusters

Facilitate tech R&D engagement with businesses

### Definition

Connecting relevant parties will form a key element of national cluster development. ACS will facilitate engagement between businesses and Australia's technology research and development community with the objective of matching relevant parties to establish clusters.

### Measurements

- Total value of invested funds in target market segments

### Current products / services / activities

- N/A

### Key Initiatives

- Establish community of practice in key target sectors

Catalyst

Domestic  
Clusters

Support technology commercialisation in target sectors

### Definition

Target sector development will require facilitated support from government, investors and others. ACS will establish criteria for qualifying investment and may, where requested, assist in evaluating opportunities and/or managing investment/incubation funding.

### Measurements

- Total value of invested funds in segments identified by ACS

### Current products / services / activities

- N/A

### Key Initiatives

- Establish technology incubator
- Establish capability to broker angel and seed funding for early stage technology

Catalyst

Leveraging  
Global IP

Illuminate competitiveness and productivity potential

### Definition

ACS will illuminate opportunities for Australian businesses to take better advantage of technology potential using international productivity and competitiveness benchmarks. ACS will provide access to examples of best practice technology usage. ACS will engage with sectors of key economic significance to Australia and highlight examples of technology as a disruptive strategy in those segments.

### Measurements

- # of requests for info received and handled

### Current products / services / activities

- N/A

### Key Initiatives

- Conduct regular benchmarking and promote findings
- Identify and develop leading example case studies in domestic and international markets

Catalyst

Leveraging  
Global IP

Stimulate new business approaches and adoption of  
leading edge technology in Australian industry

### Definition

Australian commercial entities and government may require direct support to achieve best of breed technology status.  
ACS will identify consulting capability to facilitate adoption of best of breed technology approaches

### Measurements

- Adoption of technology in target industries

### Current products / services / activities

- Certified professional program

### Key Initiatives

- Establish capability to scout new disruptive technology and broker B2B partnerships between global benchmark companies and Australian industry

# ENABLERS

HOW SHOULD WE PREPARE  
OURSELVES

## Definition

Society, including governments and businesses, increasingly need independent and authoritative knowledge on technology, now and in the future. To address this need ACS will broaden and deepen its knowledge base and more proactively make it available.



## Initiatives

- Create a capability to scan for future technology trends and disruptors, including an ability to translate those trends into information that can be understood by decision makers in governments, business and communities
- Enhance ACS's research and policy capability
- Proactively provide thought leadership and commentary on technology trends and issues
- Review the role, responsibilities and structure of the ACS Boards
- Ensure the ongoing development of contemporary technical and business skills expected of IT professionals

## Definition

As with many other professional bodies, ACS faces increasing levels of uncertainty and change – traditional boundaries of professions are blurring and technologies are converging. In addition, ACS as an organisation has grown rapidly in recent years and its current structure is recognised as no longer being fit-for-purpose. ACS will review its structure and streamline its decision making processes to enable it to be agile in the future and the more effectively achieve its objects and deliver its services.



## Initiatives

- Review the corporate form and governance structures of the organisation to ensure roles and responsibilities are clearly defined and that ACS remains agile in the changing operating environment
- Review ACS service provision, including internal processes, resource allocation and budgets in order to effectively achieve the strategic plan
- Prepare and adopt a rolling three-year corporate plan aligned to the strategic initiatives

## Definition

While ACS has a proud 50 year history, it is currently struggling to be seen as contemporary and relevant. Organisations that reach this point of their lifecycle often need to renew themselves in order to be attractive to the next generation of professionals. Identification as a "computer society" may limit ACS's abilities to achieve the preeminent leadership and advocacy position which it seeks. Partnering, merger, acquisition and rebranding are tools that can be used to renew the existing organisation and allow its continued sustainable existence in the future.



## Initiatives

- Identify market positions that ACS must take in order to deliver on the strategic plan
- Undertake a brand and communications refresh
- Reinvigorate and expand ACS's networks of influence, including identification of key individuals and stakeholders
- Enhance ACS's advocacy and promotional capabilities
- Develop criteria and look for opportunities to improve market positioning and relevance, including mergers, acquisitions and new areas of service and delivery mechanisms
- Develop the Digitalisation business strategy
- Enhance the "Shop-front" for ACS members

# END

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