APS Job Family Framework
Terms of Reference

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Background

The APS Job Family Framework (the Framework) was established in 2010 for the purposes of collecting, analysing and comparing information on the type of work performed across the APS.

The Framework is a workforce segmentation tool used for workforce planning purposes. It outlines an occupational grouping for the APS. Occupations talk about the type of work performed. They are a way of defining and grouping roles that require the performance of similar or identical sets of tasks.

The Framework can be used to assist in undertaking benchmarking, environmental scanning and labour market analysis. As such, it enables agencies to gain a deeper understanding of their workforce, and to anticipate any future workforce supply challenges.

Through its linkages to Australian labour market segmentation via the Australia New Zealand Standard Classification of Occupations (ANZSCO), the Framework also facilitates comparative analysis between work completed in the APS and the broader Australian economy.

The Framework is owned and managed by the Australian Public Service Commission (APSC).

Reporting and usage

As at December 2020, the APSC holds Job Family data on more than 80 per cent of the APS workforce through the APS Employment Database (APSED). This data is submitted by APS agencies as part of their regular reporting to APSED twice a year: for the 30 June and 31 December snapshots. Submission of Job Family data by agencies is strongly encouraged, but not mandatory in the current set-up.

Agencies are encouraged to map their workforce to the most relevant APS Job Role and its allocated code. There is no requirement for the role to have an exact match in job title or role description.

> *For example, the Australian Bureau of Statistics may have six different types of Data Analysts, however these are consolidated in one APS Job Code when reporting to APSED (see Flexible application of the Framework).*

Flexible application of the Framework

Across the APS, the Framework provides a standardised system for grouping roles and comparing types of work and workforce profiles in the APS enterprise and between agencies. It is designed to reflect the specific work of the APS, and not the whole Australian economy/ labour market.

Agencies should adapt the Framework to suit their own business and environment. This could include mapping the level of detail that is appropriate for their organisation.

> *For example the Department of Defence may have a separate Job Family for Logistics to reflect the multitude and variety of logistics roles specific to the department. The APS Job Family Framework does not capture this level of granularity specific to the Department of Defence because it is not applied or needed*

across the APS enterprise. When reporting to APSED, the Department maps and reports all Logistics roles to the relevant - fewer - APS Job Roles relevant for Logistics work types.

When flexibly adopting the Framework, agencies should consider whether certain agency-specific changes are required to enable the needed level of occupational segmentation granularity aligned with the agency's specific workforce planning maturity. These changes should be agreed within the agency and reflected in the agency's specific job family framework.

Flexible adaptation of the APS Job Family Framework at agency-level may include changes with regards to: higher degree of specialisation of job roles (for example Services Australia may require 10 different call centre operator roles for workforce planning purposes); renaming certain job families, functions and roles using the agency's specific business language; or deciding that particular job roles are better placed elsewhere in the agency's internal job family mapping to reflect the agency's business and operations.

For the purpose of central reporting to APSED, agencies should ensure that any roles in the agency's specific job family framework are mapped back, and hence reported against the APS Framework. The relationship will be: many to one, i.e. several agency job roles could map to the one APS job role in the central level framework.

If an agency is unsure where a specific role should be mapped to for reporting to the APSC within the APS Framework, they should contact the APS Centre of Excellence for Workforce Planning at APSWFP@apsc.gov.au for assistance.

Structure of the framework

The Framework is a three-tiered model consisting of the following tiers:

Job family
A job family is a high-level grouping of roles that carry out similar types of work and hence would require similar skills, capabilities and job-related knowledge to be proficiently performed. Any job role can only fall under one specific Job Family.

Job function
Each Job Family is made up of one or more Job Functions. A job function is the second tier of the hierarchy and represent a subgroup of roles that perform similar routine set of tasks or activities. Any job role can only fall under one specific Job Function.

Job role
A Job Role is a specific occupation belonging a particular Job Family and Job Function. A job role can only be reflected once in the Job Family Framework taxonomy. In practice, job roles may be known by different names/ titles across the APS.

The Framework **does not** outline:

- Job titles and the variations in job titles across the APS. Some guidance is provided to assist agencies in determining the best mapping option, however it may not cover all alternative job titles for particular job roles.

- The skills and capabilities required to perform specific job roles. Creating skills and capability profiles is the responsibility of each individual agency and is not included within the Framework. Segmenting the workforce will assist in streamlining the process of creating role profiles. Some high level job profiles may be created centrally, for prioritised cohorts, such as data and digital, and where APS centres of excellence may exist. These profiles will be guided by the implementation of the APS Workforce Strategy and in particular by the focus on professionalising APS workforce capabilities.

Guiding principles

The Framework:

- Supports effective and consistent workforce segmentation as part of workforce planning activities in APS agencies.
- Provides a structure for classifying roles across the APS based on the type of work performed. It groups similar roles irrespective of the variations in name, organisational design or classification.
- Streamlines the construct of role profiles in agencies. A role profile may encompass skills, capabilities, attributes, qualifications etc. required to proficiently perform the role.
- Generates intelligence and insights into the different types of work performed across the APS enterprise and their evolution in time.
- Aligns with other occupational segmentation models to allow easy mapping and cross agency/sector comparisons (eg: the Australian New Zealand Classification of Occupations (ANZSCO)).
- Aligns with APS Professions and centres of excellence, including the digital and data professional streams.
- Is agile and reflects emerging occupations represented in the APS to help agencies anticipate future workforce supply challenges.

> *Example of what the job family framework will do*
>
> An agency has a workforce of 300 employees. The agency's Workforce Planning team could create 300 role profiles to map capability and skills for the whole workforce, for workforce planning purposes. However, the agency should simplify and streamline the process to enable analysis and save team resources by using the job family framework to group the workforce into similar job roles based on work-type similarity. After applying the job family framework, the agency may only require ~30 role profiles to be built due to grouping the workforce to similar job family/function/roles.

Governance structure

The Framework has a robust governance structure which ensures the application and evolution of the model remains consistent with the guiding principles outlined above.

The APS Centre of Excellence for Workforce Planning within the APSC is ultimately responsible for all aspects of the management of the Framework. The APSC is supported by a *Job Family Framework Governance Committee*. For further details on the Committee, see Appendix 1.

Changes to the framework

The APSC and the *Job Family Framework Governance Committee* (the Committee) will undertake a comprehensive structural review every three to five years to ensure the Job Family Framework structure remains fit for purpose. Any proposed changes to the structure of the model will require approval by the APSC delegates.

Out of session requests for changes to job roles (creation of new job roles, merge or removal of any role/s) will be reviewed on an annual basis. As part of the annual review, the APSC will provide an opportunity for agencies to put forward proposed changes to job roles. All proposed changes will be submitted to the Committee for review and recommendation/endorsement. Recommendations on the proposed changes will be subject to final approval by the APSC delegates.

In addition, the review panel will meet quarterly for the purposes of sharing information on utilisation of the Framework in agencies (e.g. occupation/profession related initiatives, capability and skills based frameworks). This will provide an additional opportunity for the panel to consider any emerging job roles or other initiatives that may impact the number of roles, or even the structure of the Framework.

All decisions relating to the implementation of changes and evolution of the Framework are underpinned by the following four principles:

- Effective governance of the Framework and clear audit trail of decisions made by the Committee, and approved by the APSC delegates
- Alignment with global best practice for workforce segmentation as part of strategic workforce planning
- Promotion of the use of the Framework as a workforce segmentation tool to support strategic workforce planning across the APS
- Usefulness – development of analytics, insights and whole of APS strategic foresight based on data collected through the use of the Framework in agencies.

Appendices:

Appendix 1 – Roles and responsibilities

Appendix 2 – Job Family Framework Governance Committee

Appendix 3 – Change request form

Appendix 4 – Other job segmentation resources

Appendix 1 – Roles and responsibilities

Role	Responsibilities
Job Family Framework Chair/ Delegate	APSC Assistant Commissioner overseeing the APS Workforce Planning Centre of Excellence and APSC Assistant Commissioner overseeing APSED (jointly) or their delegates.
	Accountable for decisions on the development, review, changes and distribution of the Job Family Framework in line with the guiding principles set out in this document.
	The Chair retains final authority for all decisions relating to the APS Job Family Framework, based on recommendations from the Job Family Framework Governance Committee.
APSC Workforce Strategy & Planning	The APS Centre of Excellence for Workforce Planning is primary point of contact for all Job Family Framework management matters and queries. The centre oversees the implementation of the Framework in the APS, and the analysis of Job Family data for insight and strategic foresight.
	The Centre will manage and coordinate all change requests to the Framework, in consultation with the Governance Committee. The Centre will implement any changes to the Framework, ensuring the APSC website remains up to date with relevant information, communicating changes to agencies and upskilling workforce planning practitioners.
	Director - APS Workforce Planning Centre of Excellence decides on progression of out of session change requests from agencies through to the delegates, as outlined in Changes to the Framework section.
APSC Workforce Metrics team	Director – APS Workforce Metrics, or delegate, provides guidance on the collection of Job Family data, its curation using APSED and the analysis and reporting on Job Family data from APSED.
Job Family Framework Governance Committee	Governance Committee members play a key role as subject matter experts and experienced senior workforce planners in assessing any proposed changes to the Framework to ensure alignment with the Model's Guiding Principles.
	The current membership of the Governance Committee is in Appendix 2.
	The Chair, or their delegate, retains final authority for decisions relating to the appointment of 'by application' members.
	The Governance Committee provides recommendations and advice to the APSC based on their subject matter expertise.
Workforce Planning Community of Practice	Members of the APS Workforce Planning Community of Practice will be engaged/ consulted as required to provide feedback and insight into the impacts of proposed changes to the Job Family Framework on their agency.

Appendix 2 – Job Family Framework Governance Committee

The Job Family Framework Governance Committee will comprise representatives from the following agencies ex-officio, unless otherwise stated:

- APSC – the APS Workforce Planning Centre of Excellence and the APS Workforce Metrics teams (APS6 – EL2)

- Australian Bureau of Statistics, Statistical Infrastructure Branch and Data Profession/ Strategy Group (EL2 or EL1, two nominees)

- Department of Education, Skills and Employment, National Skills Commission (E2 or EL1, one nominee)

- Department of Defence - Workforce Planning/ Job Families Management team (EL2, one nominee)

- Services Australia - Workforce Planning/ Job Families Management team (EL2, one nominee)

- Department of Home Affairs - Workforce Planning/ Job Families Management team (EL2, one nominee)

- Australian Taxation Office - Workforce Planning/ Job Families Management team (EL2, one nominee)

- Digital Transformation Agency – Digital Profession/ Strategy and Capability Division (EL2 or EL1, one nominee)

- Shared Services Transformation Group, Department of Finance/Services Australia - GovERP representative (EL2 or EL1, one nominee)

- Nomination from small to medium sized agencies (by application, max. 3 members)

Appendix 3 – Change request form

Any APS agency that is currently using the Framework for workforce segmentation can request changes to the model in accordance with the Job Family Framework Terms of Reference. To request a change or the addition of a job role to the APS Job Family Framework, please complete the APS Job Family Framework Change Request Form.

All requests to add a new role or update an existing one will be reviewed by the APS Workforce Planning Centre of Excellence. The following factors will be taken into consideration when deciding whether or not to adopt an addition or change.

- Any new role should be distinct and substantially different from roles already in the model
- The APSC's Job Family Framework is intended to be a "One Size Fits Most" model. It cannot exhaustively cover every role performed in every agency. Agencies are encouraged to create their own specialist roles and map them to an equivalent in the model if required.
- Roles must remain relevant and aligned with work currently being performed across the APS.
- Job Family mapping is generally applied to a position not a person and hence must focus on the work needed to be performed in the role, not the particular skills or abilities of the individual performing the role.
- Where a position undertakes a number of job roles, to help determine the most appropriate mapping of the role, the following factors may be considered:
  - Type of work performed most frequently;
  - Work tasks of the role that are most critical to business;
  - Key accountabilities or core purpose of the position.

Appendix 4 – Other job segmentation resources

- [ANZSCO](#)
- [Australian Core Skills Framework](#)
- [Australian Skills Classification](#)
- [O-Net](#)
- [Skills Future Framework](#)