



Australian Government

APS Data Profession

Guidance – Data Job Role
Personas for the APS



December 2022

Executive Summary

A view of the Australian Public Service (APS) data workforce, including personas that identify the skills, attributes, core activities and linked capabilities is a fundamental component of the APS Data Professional Stream Strategy

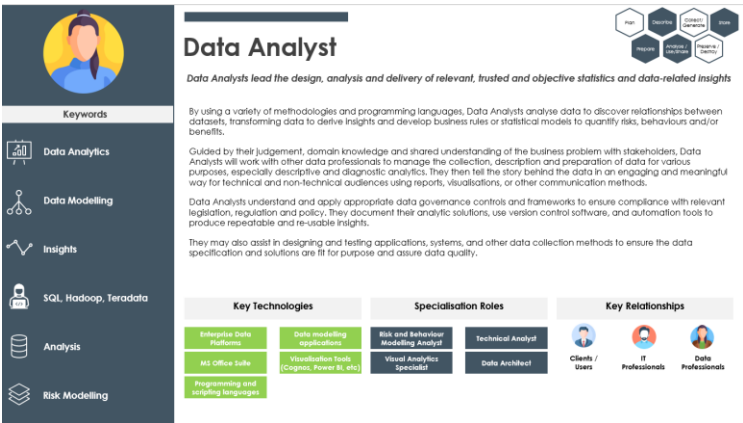
Background

With a strong foundation provided by the APSC Job Family Framework, and a number of leading agencies already working towards how we describe data roles, this project will focus on harnessing what has already been defined, including industry recognised frameworks.

It will build upon this existing content to provide the next iteration of how we describe data roles in the APS.

Overview

- This work forms a part of the APS Data Profession, working to develop a universal understanding of the data professional roles, capabilities and alignment within the APS.
- The APS Data Profession is designed to source, grow and mobilise data expertise across the APS.
- A key priority of the profession is to develop consistent language for data roles, that are clear, contemporary and scalable.
- We are aiming to deliver a suite of data roles, including data analyst, data manager, data scientist and data engineer. In addition, there are two specialisation roles in the suite, these are geospatial analyst and statistician.
- Data job role profiles will provide the building blocks for identifying data capability requirements and career pathways for the data profession




“Data is more important than ever, and maintaining the public’s trust is a critical enabler in ensuring that quality information is available for informed decision making and service delivery. We have an opportunity to work together to support innovative ways to collect, share and use data responsibly to meet the needs of the day”


- Dr David Gruen AO


Data Job Roles - Scope of Work


The skills, knowledge and attributes required for data users and producers across the APS will be determined and incorporated into a suite of high-level data job role personas that will provide the building blocks for future work in this space


Desired Outcomes


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Determine connection points with other work programs across the APS
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Define, record and communicate data roles in a contemporary way, that is aligned with industry recognised terminology and is clear for users
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Develop job persona information which is consistent, clear, contemporary and scalable
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Establish a common understanding of baseline data skills, competencies and behaviours of data roles
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Ensure data role personas can be used to inform future work and underpin a number of enabling processes
- 

Utilise existing capability frameworks to link core desired capabilities to each data role persona

In-Scope

- 1 Data Job Roles for use across the APS Data Profession
- 2 Job Profile inclusions
- 3 Articulated uses and connections between jobs

Out-Scope

- 1 Capabilities
- 2 Learning
- 3 Systems
- 4 Job Family Framework (Job Family Architecture) structure
- 5 Mobility and recruitment
- 6 Career Pathways

Next steps

- Data Profession to explore future work to develop additional personas for specialised, niche and hybrid data roles to add to the suite. This will include adding FAQs as supplementary material to assist in using the document and provide high level advice.
- This work will also support future identified activities:
- Learning offerings development
 - Career pathfinder
 - Self assessment
 - Systems linkages and preferences
 - Job Profile documentation creation

Please note: the full suite of opportunities listed above may not exist within all APS agencies.

How to understand the Data Job Roles

The roles that have been included in this suite were selected based on consultation with other APS agencies. A persona has been created for each of these roles.

There are four core data job roles that have been included in this suite of Data Job Roles.

In addition there are two specialisation roles that have been included in this suite. Geospatial Analyst is an example of a Data Analyst specialisation and Statistician is an example of a Data Scientist specialisation.

Each persona highlights key descriptors of the role, providing common language in addition to outlining key technologies, specialisations and relationships

The second page of each persona maps to the capabilities and proficiency levels of the APS Data Capability Framework (DCF) and Skills for the Information Age (SFIA 8).



Data Analyst

Data Manager

Data Scientist

Data Engineer



Geospatial Analyst

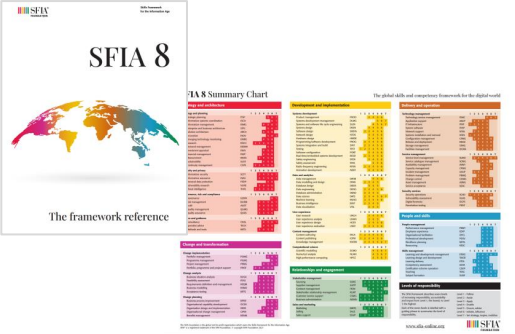
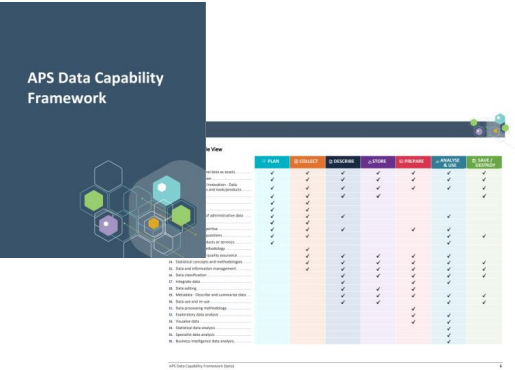
Statistician



Key Technologies

Specialisation Roles

Key Relationships



How to use the Data Job Roles

You can use the Data Job Roles to:

- Learn about what different data roles do in the APS
- Understand what capabilities are needed by professionals in particular jobs
- Identify capabilities that need development to help career progression
- Assess capabilities in preparation for performance reviews
- Create effective job adverts with consistent language
- Carry out human resources and workforce planning

Example of use

APS Employee

I've recently moved from working in content design to data analysis. Although I have 8 years' experience in the APS, in data analysis work I am a beginner. The data job roles have helped me to understand the skills, technologies and relationships needed for the role. What I have learned from using these is that many of the skills I used for research are similar to those needed for data analysis. I can consider the gaps in my capabilities by reviewing the mapping of the APS Data Capability Framework and Skills for the Information Age. This will help me to assess which capabilities I need to develop and to ensure my skills are up to date.

Example of use

APS Manager (Workforce Planning)

As an EL2 in the APS, I lead a program of Workforce Planning and Strategic HR initiatives in my agency. This includes a review of our agency's approach to workforce segmentation and a refresh of Data Job Roles and the Data Job Family. This work supports strategic initiatives to address capability gaps, better understand critical roles and to support talent development and retention strategies. Understanding how my agency's Data Job Roles can be linked to other taxonomies such as the APSC Job Family Framework and ANZSCO is critical to the success of this work. The Data Job role personas and APS Data Capability Framework published by the Data Profession are important tools in this work. They will be used to promote consistent terminology when describing roles, skills and capabilities.

Finding Your Fit

With data requirements becoming more prevalent and specialised within the APS, there can be differences in data workforces across agencies

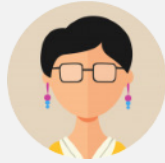
Data Job Roles

The core basis of a data job role will be captured in an existing persona, however we understand that there are differences across APS agencies, particularly with different application of domain knowledge, processes and deliverables.

The data personas will not provide a completely holistic view of any singular role – rather they are intended to identify the fundamental requirements for a role at its highest level (unless otherwise specified).

We recognise that people are often more capable than what is formally required for their role and encourage data professionals to tailor their use of the data personas to inform their own circumstances.

Can't find your role? What about these:



Hybrid Data Roles

For smaller APS agencies or those with a broader data focus, there may be data professionals doing work that aligns with 2 or more identified data roles.

Data professionals who identify with multiple personas can use the information supplied to recognise the different components of their roles and how they align with each other.



Niche / Specialised Data Roles

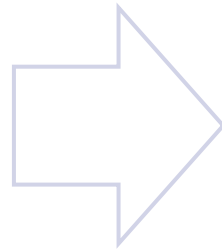
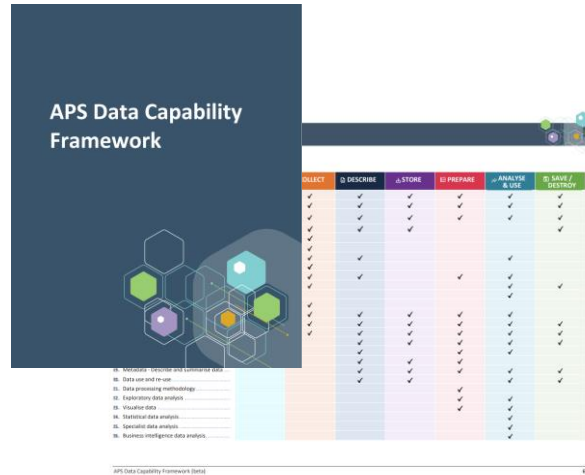
There will be a number of roles that exist in agencies that have been identified, but do not currently have a persona created for them.

Data professionals in these roles should be able to align themselves to the existing data roles personas at a high level to understand the base elements of their role.

Supporting Tools & Artefacts

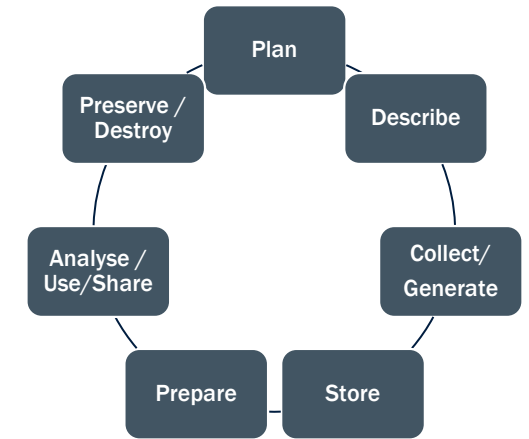
Core underpinning documentation that was used to inform this work

Link: [APS Data Capability Framework](#)

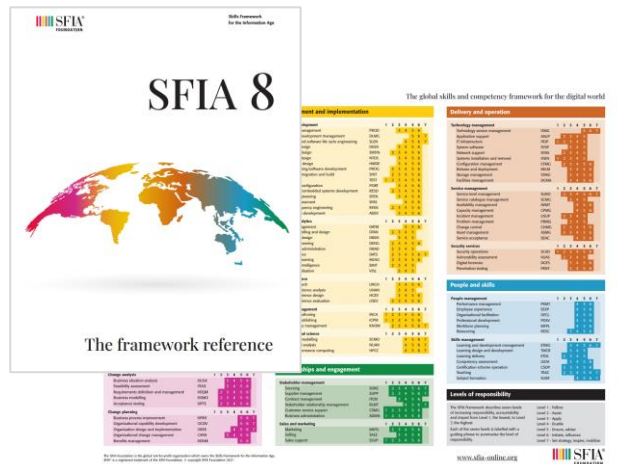


Please Note: The APS Data Profession : Data Capability Framework has a view of the data lifecycle components.

For consistency, this is the data lifecycle that has been referenced throughout this work.



Link: [SFIA 8](#)



Additional Links

- Delivering for Tomorrow: [APS Workforce Strategy 2025](#)
- The [APS Work Level Standards](#)
- The [Integrated Leadership System](#)
- APS [Job Family Framework](#)
- APS [Data Profession](#)
- [Australian and New Zealand Standard Classification of Occupations \(ANZSCO\)](#)

Feedback

We would love to hear about your experience using these Data Job Roles, any queries you have and how you are implementing the roles in your agency.

You can contact the APS Data Profession team via email: data.profession@abs.gov.au.

Contributing Agencies

We thank a number of contributing agencies who were consulted throughout this work

Lead Agency

Australian Taxation Office

APS Data Profession

Project Working Group

Australian Taxation Office	Australian Public Service Commission
Australian Bureau of Statistics	Clean Energy Regulator
Department of Agriculture Water and Environment	Bureau of Communications, Arts and Regional Research (BCARR)
Department of Defence	Department of Education, Skills and Employment
Department of Social Services	Australian Institute of Health and Welfare
Department of Health	IP Australia
Services Australia	Department of Industry, Science, Energy & Resources