



The Data Capability Framework (DCF) Questionnaire



Table of Contents

- Introduction.....2
- Capability Categories2
- The Capabilities Being Assessed (in no particular order)2
- Glossary of Terms Used4
- Instructions for Use of the Questionnaire5
- Examples.....6
 - Self-Assessment.....6
 - Team Assessment.....8
- The Questionnaire, Version One (list of capabilities in no particular order).....11
- The Questionnaire, Version Two (ordered by category)27
 - Category: Plan27
 - Category: Collect33
 - Category: Describe40
 - Category: Store.....46
 - Category: Analyse52
 - Category: Use57
 - Category: Save/Destroy66

Introduction

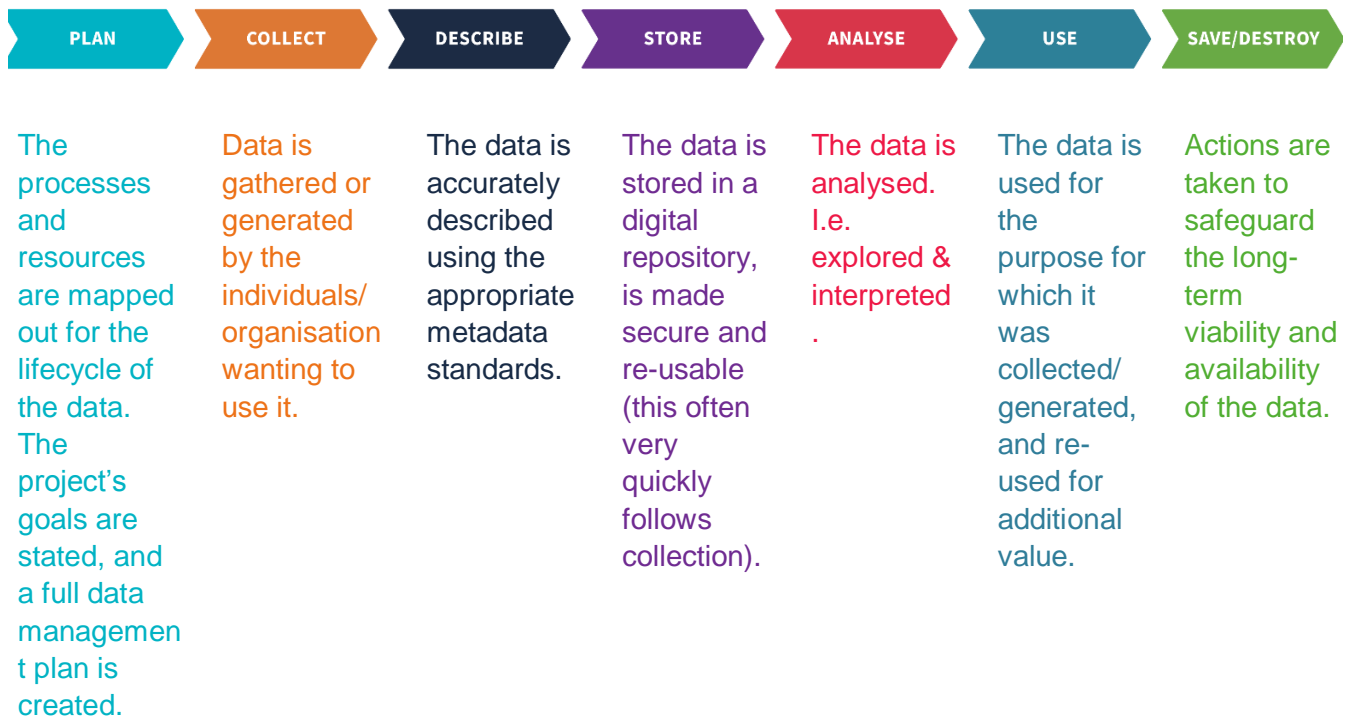
Nau mai haere mai and welcome.

This questionnaire is designed to complement the Guide in helping you make the best use of the Data Capability Framework (DCF). It is recommended that you look through the Guide first, as it will take you through the purpose of the Framework and give you context for its use.

The DCF can be used by individuals or teams to examine their data capability levels and decide what the results means for them. Again, there is more detail in the Guide.

Capability Categories

The Framework's 25 capabilities are categorised according the data lifecycle:



The Capabilities Being Assessed (in no particular order)

1.	Employ data coding and classification principles
2.	Integrate data
3.	Use data processing methodologies
4.	Contribute to data outputs, products or service production
5.	Perform exploratory data analysis
6.	Conduct business intelligence data analysis
7.	Conduct statistical data analysis

8.	Conduct specialist data analysis
9.	Identify and understand data availability
10.	Employ data collection methodology
11.	Contribute to data access design
12.	Contribute to the sourcing and use of administrative data
13.	Understand and contribute to data collection process design
14.	Describe and summarise data
15.	Understand and apply data editing methods
16.	Use data quality assurance measures
17.	Identify and evaluate data intelligence
18.	Improve data processes/systems/products
19.	Identify research questions
20.	Apply data governance guidance
21.	Value organisational data as assets
22.	Employ statistical concepts and methodologies
23.	Enable others to use and re-use data
24.	Employ data and information management concepts
25.	Visualise data

Glossary of Terms Used

Term	Definition
Administrative data	Data which is derived from the operation of administrative systems (e.g. data collected by government agencies for the purposes of registration, transaction and record keeping, which is then used for statistical purposes).
Classification	A way to group a set of related categories in a meaningful, systematic, and standard format, e.g. country or region.
Data assets	Data collected and/or sourced and stored by an organisation.
Data governance	Data governance is a collection of practices and processes, which help to ensure the formal management of data assets within an organisation.
Data sources	A place or system or service where data is obtained.
Exploratory data analysis	The analysis of datasets to describe their main characteristics, e.g. distribution of variables.
Information Management principles	Gathering data and then analysing, categorising, contextualising, and archiving (and in some cases, deleting) it, in order to support a business's needs.
Output	Analytical outputs may be graphs, charts, infographics or reports with analytical content.
Processing Methodology	Statistical procedures used to deal with intermediate data and statistical outputs, e.g. weighting schemes, methods for imputing missing values or source data or statistical adjustment.
Time Series Forecasting	Use of statistical methods to predict future behaviour based on historical data.



Instructions for Use of the Questionnaire

1. Select which version of the questionnaire suits your purposes best: the one that lists all the capabilities (in no particular order) or the one that groups the capabilities by category.
 - a. Use the first version if you want to get an overall picture of your skill level across all the capabilities (as an individual or as a team).
 - b. Use the second version if a snapshot of a particular area/category is important (again, as an individual or as a team).
2. Work through each capability, one by one.
3. For each capability start in the middle level (“Proficient”) and decide if that fits, or if you/your team are more towards “Beginner” to the left or “Expert” to the right. As you will see, you can be between levels if you think that reflects your skill level better. If you/the team needs to only be Proficient but are above that, you are identifying a strength. Alternatively, it may be that being above Proficient is identifying a gap, because you need to be at Expert level.
4. Choose your level based on your current role/s and knowledge.
5. When you have selected your level, highlight it (you might choose to print the questionnaire, or work on screen).
6. It is best to go with an initial response (i.e. do not overthink it) and move reasonably quickly.
7. Once you have completed the questionnaire, refer back to the Data Capability Guide for suggestions as to how to make the best use of the results.

Examples

Self-Assessment

The individual who completed this is a Statistical and Data Analyst in a government department with two years of experience. They have rated three of their capabilities like this:

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe, Store, Use, Save/Destroy	Employ data coding and classification principles	Is aware of relevant data classifications and coding protocols, and their proper application to data in general. Knows who to consult for expert knowledge.		Has a comprehensive knowledge of data classifications and coding protocols. Knows where to obtain expert advice about coding and classifications as needed.		Is consulted regularly by others about data classifications and coding protocols. Can employ conceptual frameworks in support of data classification and coding.
Collect, Describe, Store, Analyse, Use, Save/Destroy	Employ statistical concepts and methodologies	Is familiar with statistical methodologies relevant for their work and maintains a basic understanding of the concepts underpinning those methodologies.		Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application. Can explain their proper use to others.		Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods. Leads efforts to apply good statistical practice and can develop statistical training for others.

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe	Describe and summarise data	Understands that there are different ways to summarise data and has a basic understanding of commonly used options.		Can use various summary options to effectively describe data, and explain and justify those choices.		Can use innovative approaches to improve the process of summarising data into meaningful narratives. Can effectively incorporate data summaries into compelling communications, including for new, large and complex datasets.

This individual and their manager agreed that, as part of the performance planning process, using this tool would help check expectations against skill levels.

They filled it in (rating the analyst) independently of one another and then got together for a conversation. They discovered they had rated the levels in each capability similarly, but the manager tended to rate slightly higher than the individual. This led to a useful discussion about the analyst being too modest about their achievements and skills, and also about which capabilities would be of more interest to them to develop further. Not all of these aligned with the needs of the team or organisation, but some did, and this provided the basis for a development plan.

Team Assessment

The team that completed this did so in response to their organisation's desire to identify its data capability needs. The organisation wanted to get more value from their data and use it to make more informed decisions.

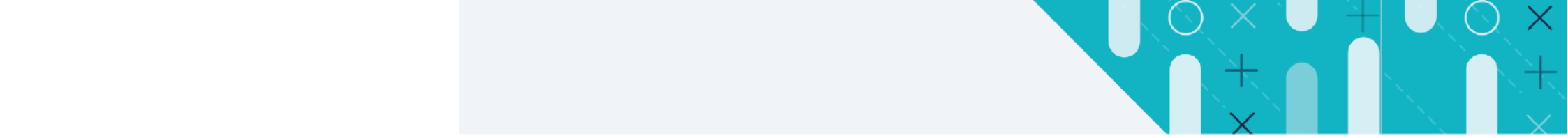
The team rated three of their capabilities like this:

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect, Describe, Store, Save/Destroy	Apply data governance guidance	Is aware of data governance frameworks and policies and knows where to obtain advice on governance as required.		Can contribute to the creation of internal policies in support of data governance and is able to educate others in the importance of good data governance practice.		Is consulted regularly about data governance and is able to formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks. Can provide data governance thought leadership across broader data use contexts.

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Analyse, Use	Conduct statistical data analysis	Understands basic statistical measures and their application to data.		Can use specialist statistical applications for statistical models, and write custom scripts and code in a statistical computing language to conduct complex analytical tasks.		Contributes to the development of new functionality for statistical analysis applications, which enables new ways of doing analysis.
Plan, Collect, Describe, Use	Identify and evaluate data intelligence	Has a general understanding of the subject matter area associated with data use (e.g. small business, healthcare, rural sector, etc.).		Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data. Can effectively communicate the relationship between the data and the context in which it is used.		Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.

The team decided to work through the capability list together in a workshop. They all had the list prior, meaning those who wanted to think about it ahead of the workshop, could.

In the workshop they found the team was largely in agreement, but there were three capabilities, as shown, on which they had very different views. A discussion surfaced that some were using their advanced skills in these areas while others were not capable of working at that level. After further



discussion it was decided that it would be in the organisation's best interests to have everyone at the Expert capability level, resulting in a mentoring programme being set up.

The Questionnaire, Version One (list of capabilities in no particular order)

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe, Store, Use, Save/Destroy	Employ data coding and classification principles	<ul style="list-style-type: none"> • <i>Is aware of relevant data classifications and coding protocols, and their proper application to data in general.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of data classifications and coding protocols.</i> • <i>Knows where to obtain expert advice about coding and classifications as needed.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data classifications and coding protocols.</i> • <i>Can employ conceptual frameworks in support of data classification and coding.</i>
Describe, Analyse, Use	Integrate data	<ul style="list-style-type: none"> • <i>Has a basic understanding of how data can be linked with other data and the value of that operation.</i> 		<ul style="list-style-type: none"> • <i>Can perform data integration using standard tools and can implement quality controls.</i> • <i>Knows where to obtain expert advice on data integration as needed.</i> 		<ul style="list-style-type: none"> • <i>Can perform and provide expert advice on data integration.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Analyse	Use data processing methodologies	<ul style="list-style-type: none"> • <i>Is aware of the proper processing methodology for the data being used and understands its application.</i> • <i>Knows where to obtain advice on processing methodology as required.</i> 		<ul style="list-style-type: none"> • <i>Can make and justify suggestions for improvements in how data is processed.</i> • <i>Understands how processing methodology affects the quality of the outputs.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about processing methodology and can assess it critically to identify improvements.</i> • <i>Can explain how processing methodology relates to the quality of data outputs.</i>
Plan	Contribute to data outputs, products or service production	<ul style="list-style-type: none"> • <i>Is aware of the steps of the data output process and understands the decisions made at each of those steps.</i> • <i>Knows where to obtain advice on data outputs as required.</i> 		<ul style="list-style-type: none"> • <i>Is responsible for the production of a data output or service.</i> • <i>Can communicate effectively about the data output process, including explaining decisions made at all stages.</i> 		<ul style="list-style-type: none"> • <i>Has expert knowledge about the production of a data output or service.</i> • <i>Is consulted regularly about their knowledge.</i> • <i>Can train others in the delivery of the associated process.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Analyse	Perform exploratory data analysis	<ul style="list-style-type: none"> • Can choose from data analysis techniques. • Can use (or learn how to use) appropriate analytical tools to investigate data. 		<ul style="list-style-type: none"> • Can identify and implement suitable techniques and tools for exploratory analysis on large/complex datasets. • Can validate unexpected results. 		<ul style="list-style-type: none"> • Is highly competent at performing exploratory analysis on large/complex datasets. • Can communicate findings to a range of audiences • Can train others in exploratory data analysis techniques.
Analyse, Use	Conduct business intelligence data analysis	<ul style="list-style-type: none"> • Can use common applications to generate basic analysis outputs like tables with calculations and static charts. • Understands reports and dashboards created with business intelligence tools. 		<ul style="list-style-type: none"> • Can use business intelligence applications to create complex reports and dashboards. 		<ul style="list-style-type: none"> • Exhibits expertise in multiple business intelligence applications. • Can train others in developing outputs using those applications.

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Analyse, Use	Conduct statistical data analysis	<ul style="list-style-type: none"> Understands basic statistical measures and their application to data. 		<ul style="list-style-type: none"> Can use specialist statistical applications for statistical models. Can write custom scripts and code in a statistical computing language to conduct complex analytical tasks. 		<ul style="list-style-type: none"> Contributes to the development of new functionality for statistical analysis applications, which enables new ways of doing analysis.
Analyse, Use	Conduct specialist data analysis	<ul style="list-style-type: none"> Understands the need for special data analysis methods and tools in some situations (e.g., time series forecasting or spatial). 		<ul style="list-style-type: none"> Can develop, fit, diagnose and troubleshoot a model in a new data analysis scenario that requires a specialist method (e.g., time series forecasting or spatial statistics). 		<ul style="list-style-type: none"> Innovates in developing new methods in a specialist data area (e.g., new approaches to time series forecasting).



Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect	Identify and understand data availability	<ul style="list-style-type: none"> • <i>Is aware of available data (both internal and external).</i> 		<ul style="list-style-type: none"> • <i>Can identify and evaluate internal and external sources of data, including understanding any limitations and gaps.</i> • <i>Can use suitable techniques to evaluate new sources of data.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for seeking out new sources of data or identifying new ways of using existing sources of data.</i> • <i>Provides expertise in techniques to evaluate possible new sources of data.</i> • <i>Researches new techniques to assess data availability.</i>
Collect	Employ data collection methodology	<ul style="list-style-type: none"> • <i>Is aware of relevant data collection methodologies.</i> • <i>Knows where to obtain advice on those methodologies as required.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of relevant data collection methodologies.</i> • <i>Can make and justify recommendations for various modes of collection.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data collection methodology.</i> • <i>Can make justifiable recommendations to address data collection issues and communicate these recommendations to a wide range of audiences.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect	Contribute to data access design	<ul style="list-style-type: none"> • <i>Can use the range of available options to access common data sources.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of protocols associated with data access.</i> 		<ul style="list-style-type: none"> • <i>Can mitigate issues arising from different access approaches.</i> • <i>Can make and justify recommendations for data access.</i> • <i>Can provide actionable strategic advice on data access.</i>
Plan, Collect, Describe, Use	Contribute to the sourcing and use of administrative data	<ul style="list-style-type: none"> • <i>Is aware of the data obtained from administrative sources and the use of administrative data.</i> • <i>Knows where to obtain advice about administrative data sources and use as required.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about various sources of administrative data and can explain their limitations.</i> • <i>Understands the advantages and disadvantages of using administrative data, including in relation to survey data.</i> • <i>Can assess the utility of different sources for a particular purpose.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about multiple sources of administrative data and helps maintain a good working relationship with the suppliers.</i> • <i>Can advise on how the data has been used to produce new insights.</i> • <i>Provides expertise to identify new sources of administrative data as well as uses for that data.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect	Understand and contribute to data collection process design	<ul style="list-style-type: none"> Understands the role of data collection and the value propositions of different collection approaches. 		<ul style="list-style-type: none"> Has a comprehensive knowledge of the full range of data collection options, including understanding costs and benefits. Knows how to mitigate issues arising from different collection modes. 		<ul style="list-style-type: none"> Is an expert resource in all aspects of data collection, including understanding why data is collected, and the roles associated with collection. Is able to make justifiable decisions about how data is collected.
Describe	Describe and summarise data	<ul style="list-style-type: none"> Understands that there are different ways to summarise data and has a basic understanding of commonly used options. 		<ul style="list-style-type: none"> Can use various summary options to effectively describe data, and explain and justify those choices. 		<ul style="list-style-type: none"> Can use innovative approaches to improve the process of summarising data into meaningful narratives. Can effectively incorporate data summaries into compelling communication, including for new, large and complex datasets.

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe, Store, Analyse	Understand and apply data editing methods	<ul style="list-style-type: none"> • <i>Knows where to access relevant methods and understands the basics of those methods.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the different editing methods at their disposal.</i> • <i>Understands why different methods are used and can describe the limitations of each method.</i> • <i>Knows where to find expert advice about data editing as required.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on different methods of data editing and is consulted regularly by others.</i> • <i>Can assess current editing methods critically.</i> • <i>Can train others on data editing concepts and methods.</i>
Collect, Describe, Analyse, Use	Use data quality assurance measures	<ul style="list-style-type: none"> • <i>Understands the concept of data quality and its importance.</i> • <i>Knows where to access data quality measures for the data they use.</i> 		<ul style="list-style-type: none"> • <i>Can describe and produce data quality measures for the outputs they produce.</i> • <i>Has a comprehensive knowledge of relevant data quality measures and can use them to make accurate assessments of data fitness-for-purpose.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in the use of measures for data quality assurance, the interaction of those measures, and their application in conjunction with one another.</i> • <i>Can advise others on the use of data quality measures to make accurate assessments of data fitness-for-purpose.</i>



Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect, Describe, Use	Identify and evaluate data intelligence	<ul style="list-style-type: none"> Has a general understanding of the subject matter area associated with data use (e.g., small business, healthcare, rural sector, etc.). 		<ul style="list-style-type: none"> Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data. Can effectively communicate the relationship between the data and the context in which it is used. 		<ul style="list-style-type: none"> Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.

Category	Capability	New Has a basic understanding of the subject or process. 	Proficient Has enough experience to work independently and source additional expertise as needed. 	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Store, Use, Save/Destroy	Improve data processes/systems/products	<ul style="list-style-type: none"> • <i>Can identify a successful process/system/product.</i> • <i>Can identify deficiencies in current processes/systems/products.</i> 	<ul style="list-style-type: none"> • <i>Can identify deficiencies in current processes/systems/products, gain the required approval to make changes, and lead the implementation of those changes.</i> 	<ul style="list-style-type: none"> • <i>Thinks strategically to assess current processes/systems/products across a broad context.</i> • <i>Develops improvements where needed and encourages others to think critically about processes/systems/products relevant to them.</i> • <i>Advises those leading changes to processes/systems/products, measures resultant benefits, and makes recommendations.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect, Use, Save/Destroy	Identify research questions	<ul style="list-style-type: none"> • <i>Can formulate research questions with guidance and consider the appropriate approaches and measures to resolve those questions.</i> 		<ul style="list-style-type: none"> • <i>Can identify and structure relevant research questions for specific needs, and develop the approach and specific measures to resolve those questions.</i> 		<ul style="list-style-type: none"> • <i>Uses a range of techniques to assess data needs and identify gaps, towards the formulation of appropriate research questions.</i> • <i>Can communicate research questions to a range of audiences.</i> • <i>Can collaborate with stakeholders and users to develop approaches to resolve those questions.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Plan, Collect, Describe, Store, Save/Destroy	Apply data governance guidance	<ul style="list-style-type: none"> • <i>Is aware of data governance frameworks and policies.</i> • <i>Knows where to obtain advice on governance as required.</i> 		<ul style="list-style-type: none"> • <i>Can contribute to the creation of internal policies in support of data governance.</i> • <i>Can educate others in the importance of good data governance practice.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly about data governance.</i> • <i>Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks.</i> • <i>Can provide data governance thought leadership across broader data use contexts.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe, Store, Save/Destroy	Value organisational data as assets	<ul style="list-style-type: none"> • <i>Is familiar with organisational data assets relevant to their work.</i> • <i>Understands how those assets contribute value to the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has extensive knowledge of the organisation's data assets, including a comprehensive understanding of how their fitness for purpose translates to value for the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of the data assets available to the organisation and understands how those assets contribute strategic value.</i> • <i>Looks for new ways to obtain value from those assets.</i> • <i>Can advise on how organisational data assets contribute value in broader data contexts.</i>
Collect, Describe, Store, Analyse, Use, Save/Destroy	Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>

Category	Capability	New Has a basic understanding of the subject or process. 	Proficient Has enough experience to work independently and source additional expertise as needed. 	Expert Can innovate in the subject or process and guide others via mentoring or training.
Describe, Store, Use, Save/Destroy	Enable others to use and re-use data	<ul style="list-style-type: none"> • <i>Understands that the data they work with can be used more widely.</i> • <i>Is familiar with basic open data measures to support the re-use of their data by others.</i> 	<ul style="list-style-type: none"> • <i>Understands and can articulate the value of data in terms of use and re-use.</i> • <i>Implements a variety of techniques to ensure data is open and can be used beyond the specific purpose for which it was collected.</i> • <i>Can advise others on approaches to make data re-usable.</i> 	<ul style="list-style-type: none"> • <i>Is consulted regularly as a leading strategic adviser on the use of organisational data assets.</i> • <i>Is consulted on the design and management of those assets as open data, to promote re-use and ongoing value across wider contexts.</i>

Category	Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Collect, Describe, Store, Analyse, Use, Save/Destroy	Employ data and information management concepts	<ul style="list-style-type: none"> • Can access data and information management principles and associated guidelines. • Knows how to obtain advice on the application of good data and information management practice. 		<ul style="list-style-type: none"> • Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice. • Can advise others on the proper application of data and information management concepts. 		<ul style="list-style-type: none"> • Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others. • Represents a point of contact for data and information management leads in other organisations.
Use	Visualise data	<ul style="list-style-type: none"> • Can interpret basic data visualisations like standard charts and explain them to others. 		<ul style="list-style-type: none"> • Can readily produce a range of data visualisation outputs and can critically assess and enhance those produced by others. • Can advise others on data visualisation options and the best options to present data results. 		<ul style="list-style-type: none"> • Innovates the development of new approaches to, and options for, data visualisation, and can incorporate a range of techniques, including automation, interactivity, and animation. • Can train others in data visualisation.



The Questionnaire, Version Two (ordered by category)



Category: Plan



The processes and resources are mapped out for the lifecycle of the data. The project's goals are stated, and a full data management plan is created.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Contribute to data outputs, products or service production	<ul style="list-style-type: none"> • <i>Is aware of the steps of the data output process and understands the decisions made at each of those steps.</i> • <i>Knows where to obtain advice on data outputs as required.</i> 		<ul style="list-style-type: none"> • <i>Is responsible for the production of a data output or service.</i> • <i>Can communicate effectively about the data output process, including explaining decisions made at all stages.</i> 		<ul style="list-style-type: none"> • <i>Has expert knowledge about the production of a data output or service.</i> • <i>Is consulted regularly about their knowledge.</i> • <i>Can train others in the delivery of the associated process.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Identify and understand data availability	<ul style="list-style-type: none"> • <i>Is aware of available data (both internal and external).</i> 		<ul style="list-style-type: none"> • <i>Can identify and evaluate internal and external sources of data, including understanding any limitations and gaps.</i> • <i>Can use suitable techniques to evaluate new sources of data.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for seeking out new sources of data or identifying new ways of using existing sources of data.</i> • <i>Provides expertise in techniques to evaluate possible new sources of data.</i> • <i>Researches new techniques to assess data availability.</i>
Contribute to data access design	<ul style="list-style-type: none"> • <i>Can use the range of available options to access common data sources.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of protocols associated with data access.</i> 		<ul style="list-style-type: none"> • <i>Can mitigate issues arising from different access approaches.</i> • <i>Can make and justify recommendations for data access.</i> • <i>Can provide actionable strategic advice on data access.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Contribute to the sourcing and use of administrative data	<ul style="list-style-type: none"> • <i>Is aware of the data obtained from administrative sources and the use of administrative data.</i> • <i>Knows where to obtain advice about administrative data sources and use as required.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about various sources of administrative data and can explain their limitations.</i> • <i>Understands the advantages and disadvantages of using administrative data, including in relation to survey data.</i> • <i>Can assess the utility of different sources for a particular purpose.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about multiple sources of administrative data and helps maintain a good working relationship with the suppliers.</i> • <i>Can advise on how the data has been used to produce new insights.</i> • <i>Provides expertise to identify new sources of administrative data as well as uses for that data.</i>
Understand and contribute to data collection process design	<ul style="list-style-type: none"> • <i>Understands the role of data collection and the value propositions of different collection approaches.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the full range of data collection options, including understanding costs and benefits.</i> • <i>Knows how to mitigate issues arising from different collection modes.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in all aspects of data collection, including understanding why data is collected, and the roles associated with collection.</i> • <i>Is able to make justifiable decisions about how data is collected.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Identify and evaluate data intelligence	<ul style="list-style-type: none"> • <i>Has a general understanding of the subject matter area associated with data use (e.g., small business, healthcare, rural sector, etc.).</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data.</i> • <i>Can effectively communicate the relationship between the data and the context in which it is used.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Improve data processes/systems/products	<ul style="list-style-type: none"> • Can identify a successful process/system/product. • Can identify deficiencies in current processes/systems/products. 		<ul style="list-style-type: none"> • Can identify deficiencies in current processes/systems/products, gain the required approval to make changes, and lead the implementation of those changes. 		<ul style="list-style-type: none"> • Thinks strategically to assess current processes/systems/products across a broad context. • Develops improvements where needed and encourages others to think critically about processes/systems/products relevant to them. • Advises those leading changes to processes/systems/products, measures resultant benefits, and makes recommendations.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Is able to innovate in the subject or process and guide others via mentoring or training.
Identify research questions	<ul style="list-style-type: none"> • Can formulate research questions with guidance and consider the appropriate approaches and measures to resolve those questions. 		<ul style="list-style-type: none"> • Can identify and structure relevant research questions for specific needs, and develop the approach and specific measures to resolve those questions. 		<ul style="list-style-type: none"> • Uses a range of techniques to assess data needs and identify gaps, towards the formulation of appropriate research questions. • Can communicate research questions to a range of audiences. • Can collaborate with stakeholders and users to develop approaches to resolve those questions.
Apply data governance guidance	<ul style="list-style-type: none"> • Is aware of data governance frameworks and policies. • Knows where to obtain advice on governance as required. 		<ul style="list-style-type: none"> • Can contribute to the creation of internal policies in support of data governance. • Can educate others in the importance of good data governance practice. 		<ul style="list-style-type: none"> • Is consulted regularly about data governance . • Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks. • Can provide data governance thought leadership across broader data use contexts.



Category: Collect

Data is gathered or generated by the individuals/organisation wanting to use it.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify and understand data availability	<ul style="list-style-type: none"> • <i>Is aware of available data (both internal and external).</i> 		<ul style="list-style-type: none"> • <i>Can identify and evaluate internal and external sources of data, including understanding any limitations and gaps.</i> • <i>Can use suitable techniques to evaluate new sources of data.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for seeking out new sources of data or identifying new ways of using existing sources of data.</i> • <i>Provides expertise in techniques to evaluate possible new sources of data.</i> • <i>Researches new techniques to assess data availability.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data collection methodology	<ul style="list-style-type: none"> • <i>Is aware of relevant data collection methodologies.</i> • <i>Knows where to obtain advice on those methodologies as required.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of relevant data collection methodologies.</i> • <i>Can make and justify recommendations for various modes of collection.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data collection methodology.</i> • <i>Can make justifiable recommendations to address data collection issues and communicate these recommendations to a wide range of audiences.</i>
Contribute to data access design	<ul style="list-style-type: none"> • <i>Can use the range of available options to access common data sources.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of protocols associated with data access.</i> 		<ul style="list-style-type: none"> • <i>Can mitigate issues arising from different access approaches.</i> • <i>Can make and justify recommendations for data access.</i> • <i>Can provide actionable strategic advice on data access.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Contribute to the sourcing and use of administrative data	<ul style="list-style-type: none"> • <i>Is aware of the data obtained from administrative sources and the use of administrative data.</i> • <i>Knows where to obtain advice about administrative data sources and use as required.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about various sources of administrative data and can explain their limitations.</i> • <i>Understands the advantages and disadvantages of using administrative data, including in relation to survey data.</i> • <i>Can assess the utility of different sources for a particular purpose.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about multiple sources of administrative data and helps maintain a good working relationship with the suppliers.</i> • <i>Can advise on how the data has been used to produce new insights.</i> • <i>Provides expertise to identify new sources of administrative data as well as uses for that data.</i>
Understand and contribute to data collection process design	<ul style="list-style-type: none"> • <i>Understands the role of data collection and the value propositions of different collection approaches.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the full range of data collection options, including understanding costs and benefits.</i> • <i>Knows how to mitigate issues arising from different collection modes.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in all aspects of data collection, including understanding why data is collected, and the roles associated with collection.</i> • <i>Is able to make justifiable decisions about how data is collected.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Use data quality assurance measures	<ul style="list-style-type: none"> • <i>Understands the concept of data quality and its importance.</i> • <i>Knows where to access data quality measures for the data they use.</i> 		<ul style="list-style-type: none"> • <i>Can describe and produce data quality measures for the outputs they produce.</i> • <i>Has a comprehensive knowledge of relevant data quality measures and can use them to make accurate assessments of data fitness-for-purpose.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in the use of measures for data quality assurance, the interaction of those measures, and their application in conjunction with one another.</i> • <i>Can advise others on the use of data quality measures to make accurate assessments of data fitness-for-purpose.</i>



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify and evaluate data intelligence	<ul style="list-style-type: none"> Has a general understanding of the subject matter area associated with data use (e.g., small business, healthcare, rural sector, etc.). 		<ul style="list-style-type: none"> Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data. Can effectively communicate the relationship between the data and the context in which it is used. 		<ul style="list-style-type: none"> Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify research questions	<ul style="list-style-type: none"> • Can formulate research questions with guidance and consider the appropriate approaches and measures to resolve those questions. 		<ul style="list-style-type: none"> • Can identify and structure relevant research questions for specific needs, and develop the approach and specific measures to resolve those questions. 		<ul style="list-style-type: none"> • Uses a range of techniques to assess data needs and identify gaps, towards the formulation of appropriate research questions. • Can communicate research questions to a range of audiences. • Can collaborate with stakeholders and users to develop approaches to resolve those questions.
Apply data governance guidance	<ul style="list-style-type: none"> • Is aware of data governance frameworks and policies. • Knows where to obtain advice on governance as required. 		<ul style="list-style-type: none"> • Can contribute to the creation of internal policies in support of data governance. • Can educate others in the importance of good data governance practice. 		<ul style="list-style-type: none"> • Is consulted regularly about data governance. • Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks. • Can provide data governance thought leadership across broader data use contexts.



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>
Employ data and information management concepts	<ul style="list-style-type: none"> • <i>Can access data and information management principles and associated guidelines.</i> • <i>Knows how to obtain advice on the application of good data and information management practice.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice.</i> • <i>Can advise others on the proper application of data and information management concepts.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others.</i> • <i>Represents a point of contact for data and information management leads in other organisations.</i>

Category: Describe

The data is accurately described using the appropriate metadata standards.



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data coding and classification principles	<ul style="list-style-type: none"> • <i>Is aware of relevant data classifications and coding protocols, and their proper application to data in general.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of data classifications and coding protocols.</i> • <i>Knows where to obtain expert advice about coding and classifications as needed.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data classifications and coding protocols.</i> • <i>Can employ conceptual frameworks in support of data classification and coding.</i>
Integrate data	<ul style="list-style-type: none"> • <i>Has a basic understanding of how data can be linked with other data and the value of that operation.</i> 		<ul style="list-style-type: none"> • <i>Can perform data integration using standard tools and can implement quality controls.</i> • <i>Knows where to obtain expert advice on data integration as needed.</i> 		<ul style="list-style-type: none"> • <i>Can perform and provide expert advice on data integration.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Contribute to the sourcing and use of administrative data	<ul style="list-style-type: none"> • <i>Is aware of the data obtained from administrative sources and the use of administrative data.</i> • <i>Knows where to obtain advice about administrative data sources and use as required.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about various sources of administrative data and can explain their limitations.</i> • <i>Understands the advantages and disadvantages of using administrative data, including in relation to survey data.</i> • <i>Can assess the utility of different sources for a particular purpose.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about multiple sources of administrative data and helps maintain a good working relationship with the suppliers.</i> • <i>Can advise on how the data has been used to produce new insights.</i> • <i>Provides expertise to identify new sources of administrative data as well as uses for that data.</i>
Describe and summarise data	<ul style="list-style-type: none"> • <i>Understands that there are different ways to summarise data and has a basic understanding of commonly used options.</i> 		<ul style="list-style-type: none"> • <i>Can use various summary options to effectively describe data, and explain and justify those choices.</i> 		<ul style="list-style-type: none"> • <i>Can use innovative approaches to improve the process of summarising data into meaningful narratives.</i> • <i>Can effectively incorporate data summaries into compelling communication, including for new, large and complex datasets.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Understand and apply data editing methods	<ul style="list-style-type: none"> • <i>Knows where to access relevant methods and understands the basics of those methods.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the different editing methods at their disposal.</i> • <i>Understands why different methods are used and can describe the limitations of each method.</i> • <i>Knows where to find expert advice about data editing as required.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on different methods of data editing and is consulted regularly by others.</i> • <i>Can assess current editing methods critically.</i> • <i>Can train others on data editing concepts and methods.</i>
Use data quality assurance measures	<ul style="list-style-type: none"> • <i>Understands the concept of data quality and its importance.</i> • <i>Knows where to access data quality measures for the data they use.</i> 		<ul style="list-style-type: none"> • <i>Can describe and produce data quality measures for the outputs they produce.</i> • <i>Has a comprehensive knowledge of relevant data quality measures and can use them to make accurate assessments of data fitness-for-purpose.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in the use of measures for data quality assurance, the interaction of those measures, and their application in conjunction with one another.</i> • <i>Can advise others on the use of data quality measures to make accurate assessments of data fitness-for-purpose.</i>



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify and evaluate data intelligence	<ul style="list-style-type: none"> • <i>Has a general understanding of the subject matter area associated with data use (e.g., small business, healthcare, rural sector, etc.).</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data.</i> • <i>Can effectively communicate the relationship between the data and the context in which it is used.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.</i>
Apply data governance guidance	<ul style="list-style-type: none"> • <i>Is aware of data governance frameworks and policies.</i> • <i>Knows where to obtain advice on governance as required.</i> 		<ul style="list-style-type: none"> • <i>Can contribute to the creation of internal policies in support of data governance.</i> • <i>Can educate others in the importance of good data governance practice.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly about data governance.</i> • <i>Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks.</i> • <i>Can provide data governance thought leadership across broader data use contexts.</i>



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Value organisational data as assets	<ul style="list-style-type: none"> • <i>Is familiar with organisational data assets relevant to their work.</i> • <i>Understands how those assets contribute value to the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has extensive knowledge of the organisation's data assets, including a comprehensive understanding of how their fitness for purpose translates to value for the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of the data assets available to the organisation and understands how those assets contribute strategic value.</i> • <i>Looks for new ways to obtain value from those assets.</i> • <i>Can advise on how organisational data assets contribute value in broader data contexts.</i>
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Enable others to use and re-use data	<ul style="list-style-type: none"> • <i>Understands that the data they work with can be used more widely.</i> • <i>Is familiar with basic open data measures to support the re-use of their data by others.</i> 		<ul style="list-style-type: none"> • <i>Understands and can articulate the value of data in terms of use and re-use.</i> • <i>Implements a variety of techniques to ensure data is open and can be used beyond the specific purpose for which it was collected.</i> • <i>Can advise others on approaches to make data re-usable.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly as a leading strategic adviser on the use of organisational data assets.</i> • <i>Is consulted on the design and management of those assets as open data, to promote re-use and ongoing value across wider contexts.</i>
Employ data and information management concepts	<ul style="list-style-type: none"> • <i>Can access data and information management principles and associated guidelines.</i> • <i>Knows how to obtain advice on the application of good data and information management practice.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice.</i> • <i>Can advise others on the proper application of data and information management concepts.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others.</i> • <i>Represents a point of contact for data and information management leads in other organisations.</i>

Category: Store



The data is stored in a digital repository, is made secure and re-usable (this often very quickly follows collection).



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data coding and classification principles	<ul style="list-style-type: none"> • <i>Is aware of relevant data classifications and coding protocols, and their proper application to data in general.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of data classifications and coding protocols.</i> • <i>Knows where to obtain expert advice about coding and classifications as needed.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data classifications and coding protocols.</i> • <i>Can employ conceptual frameworks in support of data classification and coding.</i>
Understand and apply data editing methods	<ul style="list-style-type: none"> • <i>Knows where to access relevant methods and understands the basics of those methods.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the different editing methods at their disposal.</i> • <i>Understands why different methods are used and can describe the limitations of each method.</i> • <i>Knows where to find expert advice about data editing as required.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on different methods of data editing and is consulted regularly by others.</i> • <i>Can assess current editing methods critically.</i> • <i>Can train others on data editing concepts and methods.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Improve data processes/systems/products	<ul style="list-style-type: none"> • Can identify a successful process/system/product. • Can identify deficiencies in current processes/systems/products. 		<ul style="list-style-type: none"> • Can identify deficiencies in current processes/systems/products, gain the required approval to make changes, and lead the implementation of those changes. 		<ul style="list-style-type: none"> • Thinks strategically to assess current processes/systems/products across a broad context. • Develops improvements where needed and encourages others to think critically about processes/systems/products relevant to them. • Advises those leading changes to processes/systems/products, measures resultant benefits, and makes recommendations.

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Apply data governance guidance	<ul style="list-style-type: none"> • <i>Is aware of data governance frameworks and policies.</i> • <i>Knows where to obtain advice on governance as required.</i> 		<ul style="list-style-type: none"> • <i>Can contribute to the creation of internal policies in support of data governance.</i> • <i>Can educate others in the importance of good data governance practice.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly about data governance.</i> • <i>Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks.</i> • <i>Can provide data governance thought leadership across broader data use contexts.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Value organisational data as assets	<ul style="list-style-type: none"> • <i>Is familiar with organisational data assets relevant to their work.</i> • <i>Understands how those assets contribute value to the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has extensive knowledge of the organisation's data assets, including a comprehensive understanding of how their fitness for purpose translates to value for the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of the data assets available to the organisation and understands how those assets contribute strategic value.</i> • <i>Looks for new ways to obtain value from those assets.</i> • <i>Can advise on how organisational data assets contribute value in broader data contexts.</i>
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Enable others to use and re-use data	<ul style="list-style-type: none"> • <i>Understands that the data they work with can be used more widely.</i> • <i>Is familiar with basic open data measures to support the re-use of their data by others.</i> 		<ul style="list-style-type: none"> • <i>Understands and can articulate the value of data in terms of use and re-use.</i> • <i>Implements a variety of techniques to ensure data is open and can be used beyond the specific purpose for which it was collected.</i> • <i>Can advise others on approaches to make data re-usable.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly as a leading strategic adviser on the use of organisational data assets.</i> • <i>Is consulted on the design and management of those assets as open data, to promote re-use and ongoing value across wider contexts.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data and information management concepts	<ul style="list-style-type: none"> • <i>Can access data and information management principles and associated guidelines.</i> • <i>Knows how to obtain advice on the application of good data and information management practice.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice.</i> • <i>Can advise others on the proper application of data and information management concepts.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others.</i> • <i>Represents a point of contact for data and information management leads in other organisations.</i>

Category: Analyse

The data is analysed. I.e. explored and interpreted.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Integrate data	<ul style="list-style-type: none"> • <i>Has a basic understanding of how data can be linked with other data and the value of that operation.</i> 		<ul style="list-style-type: none"> • <i>Can perform data integration using standard tools and can implement quality controls.</i> • <i>Knows where to obtain expert advice on data integration as needed.</i> 		<ul style="list-style-type: none"> • <i>Can perform and provide expert advice on data integration.</i>
Use data processing methodologies	<ul style="list-style-type: none"> • <i>Is aware of the proper processing methodology for the data being used and understands its application.</i> • <i>Knows where to obtain advice on processing methodology as required.</i> 		<ul style="list-style-type: none"> • <i>Can make and justify suggestions for improvements in how data is processed.</i> • <i>Understands how processing methodology affects the quality of the outputs.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about processing methodology and can assess it critically to identify improvements.</i> • <i>Can explain how processing methodology relates to the quality of data outputs.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Perform exploratory data analysis	<ul style="list-style-type: none"> • Can choose from data analysis techniques. • Can use (or learn how to use) appropriate analytical tools to investigate data. 		<ul style="list-style-type: none"> • Can identify and implement suitable techniques and tools for exploratory analysis on large/complex datasets. • Can validate unexpected results. 		<ul style="list-style-type: none"> • Is highly competent at performing exploratory analysis on large/complex datasets. • Can communicate findings to a range of audiences • Can train others in exploratory data analysis techniques.
Conduct business intelligence data analysis	<ul style="list-style-type: none"> • Can use common applications to generate basic analysis outputs like tables with calculations and static charts. • Understands reports and dashboards created with business intelligence tools. 		<ul style="list-style-type: none"> • Can use business intelligence applications to create complex reports and dashboards. 		<ul style="list-style-type: none"> • Exhibits expertise in multiple business intelligence applications. • Can train others in developing outputs using those applications.



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Conduct statistical data analysis	<ul style="list-style-type: none"> Understands basic statistical measures and their application to data. 		<ul style="list-style-type: none"> Can use specialist statistical applications for statistical models. Can write custom scripts and code in a statistical computing language to conduct complex analytical tasks. 		<ul style="list-style-type: none"> Contributes to the development of new functionality for statistical analysis applications, which enables new ways of doing analysis.
Conduct specialist data analysis	<ul style="list-style-type: none"> Understands the need for special data analysis methods and tools in some situations (e.g., time series forecasting or spatial). 		<ul style="list-style-type: none"> Can develop, fit, diagnose and troubleshoot a model in a new data analysis scenario that requires a specialist method (e.g., time series forecasting or spatial statistics). 		<ul style="list-style-type: none"> Innovates in developing new methods in a specialist data area (e.g., new approaches to time series forecasting).

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Understand and apply data editing methods	<ul style="list-style-type: none"> • Knows where to access relevant methods and understands the basics of those methods. • Knows who to consult for expert knowledge. 		<ul style="list-style-type: none"> • Has a comprehensive knowledge of the different editing methods at their disposal. • Understands why different methods are used and can describe the limitations of each method. • Knows where to find expert advice about data editing as required. 		<ul style="list-style-type: none"> • Is an expert resource on different methods of data editing and is consulted regularly by others. • Can assess current editing methods critically. • Can train others on data editing concepts and methods.
Use data quality assurance measures	<ul style="list-style-type: none"> • Understands the concept of data quality and its importance. • Knows where to access data quality measures for the data they use. 		<ul style="list-style-type: none"> • Can describe and produce data quality measures for the outputs they produce. • Has a comprehensive knowledge of relevant data quality measures and can use them to make accurate assessments of data fitness-for-purpose. 		<ul style="list-style-type: none"> • Is an expert resource in the use of measures for data quality assurance, the interaction of those measures, and their application in conjunction with one another. • Can advise others on the use of data quality measures to make accurate assessments of data fitness-for-purpose.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>
Employ data and information management concepts	<ul style="list-style-type: none"> • <i>Can access data and information management principles and associated guidelines.</i> • <i>Knows how to obtain advice on the application of good data and information management practice.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice.</i> • <i>Can advise others on the proper application of data and information management concepts.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others.</i> • <i>Represents a point of contact for data and information management leads in other organisations.</i>



Category: Use



The data is used for the purpose for which it was collected/generated, and re-used for additional value.



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data coding and classification principles	<ul style="list-style-type: none"> • <i>Is aware of relevant data classifications and coding protocols, and their proper application to data in general.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of data classifications and coding protocols.</i> • <i>Knows where to obtain expert advice about coding and classifications as needed.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data classifications and coding protocols.</i> • <i>Can employ conceptual frameworks in support of data classification and coding.</i>
Integrate data	<ul style="list-style-type: none"> • <i>Has a basic understanding of how data can be linked with other data and the value of that operation.</i> 		<ul style="list-style-type: none"> • <i>Can perform data integration using standard tools and can implement quality controls.</i> • <i>Knows where to obtain expert advice on data integration as needed.</i> 		<ul style="list-style-type: none"> • <i>Can perform and provide expert advice on data integration.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Conduct business intelligence data analysis	<ul style="list-style-type: none"> • Can use common applications to generate basic analysis outputs like tables with calculations and static charts. • Understands reports and dashboards created with business intelligence tools. 		<ul style="list-style-type: none"> • Can use business intelligence applications to create complex reports and dashboards. 		<ul style="list-style-type: none"> • Exhibits expertise in multiple business intelligence applications. • Can train others in developing outputs using those applications.
Conduct statistical data analysis	<ul style="list-style-type: none"> • Understands basic statistical measures and their application to data. 		<ul style="list-style-type: none"> • Can use specialist statistical applications for statistical models. • Can write custom scripts and code in a statistical computing language to conduct complex analytical tasks. 		<ul style="list-style-type: none"> • Contributes to the development of new functionality for statistical analysis applications, which enables new ways of doing analysis.



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Conduct specialist data analysis	<ul style="list-style-type: none"> • <i>Understands the need for special data analysis methods and tools in some situations (e.g., time series forecasting or spatial).</i> 		<ul style="list-style-type: none"> • <i>Can develop, fit, diagnose and troubleshoot a model in a new data analysis scenario that requires a specialist method (e.g., time series forecasting or spatial statistics).</i> 		<ul style="list-style-type: none"> • <i>Innovates in developing new methods in a specialist data area (e.g., new approaches to time series forecasting).</i>
Contribute to the sourcing and use of administrative data	<ul style="list-style-type: none"> • <i>Is aware of the data obtained from administrative sources and the use of administrative data.</i> • <i>Knows where to obtain advice about administrative data sources and use as required.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about various sources of administrative data and can explain their limitations.</i> • <i>Understands the advantages and disadvantages of using administrative data, including in relation to survey data.</i> • <i>Can assess the utility of different sources for a particular purpose.</i> 		<ul style="list-style-type: none"> • <i>Is knowledgeable about multiple sources of administrative data and helps maintain a good working relationship with the suppliers.</i> • <i>Can advise on how the data has been used to produce new insights.</i> • <i>Provides expertise to identify new sources of administrative data as well as uses for that data.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Use data quality assurance measures	<ul style="list-style-type: none"> • <i>Understands the concept of data quality and its importance.</i> • <i>Knows where to access data quality measures for the data they use.</i> 		<ul style="list-style-type: none"> • <i>Can describe and produce data quality measures for the outputs they produce.</i> • <i>Has a comprehensive knowledge of relevant data quality measures and can use them to make accurate assessments of data fitness-for-purpose.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource in the use of measures for data quality assurance, the interaction of those measures, and their application in conjunction with one another.</i> • <i>Can advise others on the use of data quality measures to make accurate assessments of data fitness-for-purpose.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify and evaluate data intelligence	<ul style="list-style-type: none"> • <i>Has a general understanding of the subject matter area associated with data use (e.g., small business, healthcare, rural sector, etc.).</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of the subject matter area associated with the data use and can readily identify the parameters of that subject matter that influence the use of data.</i> • <i>Can effectively communicate the relationship between the data and the context in which it is used.</i> 		<ul style="list-style-type: none"> • <i>Is an expert resource on the subject matter area associated with data use, including understanding and influencing the effective use of the data within that subject matter area and the relationship between that use and other data use contexts.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Improve data processes/systems/products	<ul style="list-style-type: none"> • Can identify a successful process/system/product. • Can identify deficiencies in current processes/systems/products. 		<ul style="list-style-type: none"> • Can identify deficiencies in current processes/systems/products, gain the required approval to make changes, and lead the implementation of those changes. 		<ul style="list-style-type: none"> • Thinks strategically to assess current processes/systems/products across a broad context. • Develops improvements where needed and encourages others to think critically about processes/systems/products relevant to them. • Advises those leading changes to processes/systems/products, measures resultant benefits, and makes recommendations.



Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify research questions	<ul style="list-style-type: none"> • Can formulate research questions with guidance and consider the appropriate approaches and measures to resolve those questions. 		<ul style="list-style-type: none"> • Can identify and structure relevant research questions for specific needs, and develop the approach and specific measures to resolve those questions. 		<ul style="list-style-type: none"> • Uses a range of techniques to assess data needs and identify gaps, towards the formulation of appropriate research questions. • Can communicate research questions to a range of audiences. • Can collaborate with stakeholders and users to develop approaches to resolve those questions.
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • Is familiar with statistical methodologies relevant for their work. • Maintains a basic understanding of the concepts underpinning those methodologies. 		<ul style="list-style-type: none"> • Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application. • Can explain their proper use to others. 		<ul style="list-style-type: none"> • Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods. • Leads efforts to apply good statistical practice. • Can develop statistical training for others.



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Enable others to use and re-use data	<ul style="list-style-type: none"> • <i>Understands that the data they work with can be used more widely.</i> • <i>Is familiar with basic open data measures to support the re-use of their data by others.</i> 		<ul style="list-style-type: none"> • <i>Understands and can articulate the value of data in terms of use and re-use.</i> • <i>Implements a variety of techniques to ensure data is open and can be used beyond the specific purpose for which it was collected.</i> • <i>Can advise others on approaches to make data re-usable.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly as a leading strategic adviser on the use of organisational data assets.</i> • <i>Is consulted on the design and management of those assets as open data, to promote re-use and ongoing value across wider contexts.</i>

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data and information management concepts	<ul style="list-style-type: none"> • Can access data and information management principles and associated guidelines. • Knows how to obtain advice on the application of good data and information management practice. 		<ul style="list-style-type: none"> • Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice. • Can advise others on the proper application of data and information management concepts. 		<ul style="list-style-type: none"> • Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others. • Represents a point of contact for data and information management leads in other organisations.
Visualise data	<ul style="list-style-type: none"> • Can interpret basic data visualisations like standard charts and explain them to others. 		<ul style="list-style-type: none"> • Can readily produce a range of data visualisation outputs and can critically assess and enhance those produced by others. • Can advise others on data visualisation options and the best options to present data results. 		<ul style="list-style-type: none"> • Innovates the development of new approaches to, and options for, data visualisation, and can incorporate a range of techniques, including automation, interactivity, and animation. • Can train others in data visualisation.

Category: Save/Destroy



Actions are taken to safeguard the long-term viability and availability of the data.



Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data coding and classification principles	<ul style="list-style-type: none"> • <i>Is aware of relevant data classifications and coding protocols, and their proper application to data in general.</i> • <i>Knows who to consult for expert knowledge.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive knowledge of data classifications and coding protocols.</i> • <i>Knows where to obtain expert advice about coding and classifications as needed.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others about data classifications and coding protocols.</i> • <i>Can employ conceptual frameworks in support of data classification and coding.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Improve data processes/systems/products	<ul style="list-style-type: none"> • Can identify a successful process/system/product. • Can identify deficiencies in current processes/systems/products. 		<ul style="list-style-type: none"> • Can identify deficiencies in current processes/systems/products, gain the required approval to make changes, and lead the implementation of those changes. 		<ul style="list-style-type: none"> • Thinks strategically to assess current processes/systems/products across a broad context. • Develops improvements where needed and encourages others to think critically about processes/systems/products relevant to them. • Advises those leading changes to processes/systems/products, measures resultant benefits, and makes recommendations.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Identify research questions	<ul style="list-style-type: none"> • Can formulate research questions with guidance and consider the appropriate approaches and measures to resolve those questions. 		<ul style="list-style-type: none"> • Can identify and structure relevant research questions for specific needs, and develop the approach and specific measures to resolve those questions. 		<ul style="list-style-type: none"> • Uses a range of techniques to assess data needs and identify gaps, towards the formulation of appropriate research questions. • Can communicate research questions to a range of audiences. • Can collaborate with stakeholders and users to develop approaches to resolve those questions.
Apply data governance guidance	<ul style="list-style-type: none"> • Is aware of data governance frameworks and policies. • Knows where to obtain advice on governance as required. 		<ul style="list-style-type: none"> • Can contribute to the creation of internal policies in support of data governance. • Can educate others in the importance of good data governance practice. 		<ul style="list-style-type: none"> • Is consulted regularly about data governance. • Can formulate and advise on data governance policies and contribute to the structure of organisational data governance frameworks. • Can provide data governance thought leadership across broader data use contexts.

Capability	New Has a basic understanding of the subject or process.	➔	Proficient Has enough experience to work independently and source additional expertise as needed.	➔	Expert Can innovate in the subject or process and guide others via mentoring or training.
Value organisational data as assets	<ul style="list-style-type: none"> • <i>Is familiar with organisational data assets relevant to their work.</i> • <i>Understands how those assets contribute value to the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has extensive knowledge of the organisation's data assets, including a comprehensive understanding of how their fitness for purpose translates to value for the organisation.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of the data assets available to the organisation and understands how those assets contribute strategic value.</i> • <i>Looks for new ways to obtain value from those assets.</i> • <i>Can advise on how organisational data assets contribute value in broader data contexts.</i>
Employ statistical concepts and methodologies	<ul style="list-style-type: none"> • <i>Is familiar with statistical methodologies relevant for their work.</i> • <i>Maintains a basic understanding of the concepts underpinning those methodologies.</i> 		<ul style="list-style-type: none"> • <i>Has a comprehensive understanding of a wide range of statistical concepts, methodologies, and their appropriate application.</i> • <i>Can explain their proper use to others.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly by others for their understanding of statistical concepts and their advice on the proper use of statistical methods.</i> • <i>Leads efforts to apply good statistical practice.</i> • <i>Can develop statistical training for others.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Enable others to use and re-use data	<ul style="list-style-type: none"> • <i>Understands that the data they work with can be used more widely.</i> • <i>Is familiar with basic open data measures to support the re-use of their data by others.</i> 		<ul style="list-style-type: none"> • <i>Understands and can articulate the value of data in terms of use and re-use.</i> • <i>Implements a variety of techniques to ensure data is open and can be used beyond the specific purpose for which it was collected.</i> • <i>Can advise others on approaches to make data re-usable.</i> 		<ul style="list-style-type: none"> • <i>Is consulted regularly as a leading strategic adviser on the use of organisational data assets.</i> • <i>Is consulted on the design and management of those assets as open data, to promote re-use and ongoing value across wider contexts.</i>

Capability	New Has a basic understanding of the subject or process.		Proficient Has enough experience to work independently and source additional expertise as needed.		Expert Can innovate in the subject or process and guide others via mentoring or training.
Employ data and information management concepts	<ul style="list-style-type: none"> • Can access data and information management principles and associated guidelines. • Knows how to obtain advice on the application of good data and information management practice. 		<ul style="list-style-type: none"> • Has a comprehensive knowledge of the organisation's data and information management principles and guidelines and can apply them to support good data practice. • Can advise others on the proper application of data and information management concepts. 		<ul style="list-style-type: none"> • Is an expert resource for implementing and shaping the organisation's strategic use of data and information management good practice and can advise others. • Represents a point of contact for data and information management leads in other organisations.