

* Higher level competencies are indicated throughout the framework, in blue italics, where appropriate

Helpful – Influences decision making; is influential; is customer focussed	Innovative – Drives innovation; is innovative	Capable – Deploys capability; builds capability of self and others	Efficient – Extracts value from existing data and analysis; works efficiently; enables efficiency to happen	Professional – adheres to statistical frameworks; quality assures work; builds trust
Acquiring data/Understanding customer needs				
<ul style="list-style-type: none"> Instils a culture across the team of helping the customer, including Policy professionals, to understand the value of a strong evidence base and the importance of using appropriate data sources. Leads and supports the work of the team in acquiring the appropriate data sources to deliver customer needs. 	<ul style="list-style-type: none"> Leads on and supports the team in the use of innovative techniques for acquiring new data sources. Promotes the innovative work of the team across the Department <i>or more widely (G6)</i>. 	<ul style="list-style-type: none"> Is highly knowledgeable of the breadth of data sources available for use by the Department (internally and externally), and their strengths and limitations. Knows when a new data collection is required, and leads and advises on the design and/or commission of this. Is highly knowledgeable of the breadth of techniques available for manipulating and creating new data sources through linking or matching multiple datasets. Leads and advises others on data manipulations and appropriate innovations. Shares good practice and knowledge on data sources to build the capability of others within/across teams, <i>and more widely e.g. across Department(s) (G6)</i>. 	<ul style="list-style-type: none"> Develops new uses of existing data sources; maximises the statistical potential of new and existing data sources, including open data sources. Promotes increased efficiency and effectiveness in the use of data, e.g. through increased use of data sharing and techniques for linking and matching. Is considerate of respondent burden (i.e. ensuring proportionality). Instils a culture within the team of enabling efficiencies through ensuring that information on data sources is documented and made available for the benefit of others. Readily shares information with others within/across teams, <i>and/or more widely e.g. across Department(s) G6</i>, so that the appropriate data sources can be sought more quickly. 	<ul style="list-style-type: none"> Is an advocate for the investigation and use of administrative data. Demonstrates a high level of statistical integrity when working with customers, potentially including Ministers’ private office, Press Office colleagues and the media, showing a commitment to delivering solutions to meet the diverse range of customer needs whilst still upholding professional standards. Uses and understands the position or views of others, knowledge of the wider evidence base and any limitations imposed by legal or regulatory frameworks to overcome constraints in delivery customer needs.

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Data Analysis				
<ul style="list-style-type: none"> Inspires self and team to engage with the customer, share findings and to lead on debates that may influence decision making. Leads on or supports the team in more complex analytical discussions with customers or Policy colleagues. <i>Represents discussions where a higher level of influence is required (G6).</i> Is an advocate for basing discussions with customers and Policy colleagues on the data analysis and evidence presented, strengthening customer trust in the evidence base. 	<ul style="list-style-type: none"> Inspires colleagues (and oneself) to perform experimental analyses and offers appropriate support to ensure that innovation is embedded within the culture of their work area, <i>and more widely e.g. across Department(s) (G6).</i> Promotes new ways of working and continuously seeks opportunities to improve processes, statistical documents and statistical techniques using innovative methods, showing awareness of the impact on own business area of implementing any changes. Decides which innovations are most suitable and drives the case forward to delivery, applying logic and leadership. Actively seeks out examples of statistical innovations in other internal and external products, considers their appropriateness for reuse, and where applicable, investigates ways of transferring these for use 	<ul style="list-style-type: none"> Has a breadth of knowledge across a range of areas and is able to advise independently, either on analytical aspects or as a topic area expert. Knows where to look and how to use appropriate analytical techniques, including assumptions, applications, and limitations, and can assess the potential of emerging technology. Freely shares data analysis expertise and builds the technical knowledge and skills of others in or across teams. <i>Through keeping abreast of data analysis techniques being used elsewhere (e.g. at international NSIs) is able to ensure that the data analysis capability of the Department is ‘world class’ (G6).</i> 	<ul style="list-style-type: none"> Ensures adequate documentation and knowledge management are in place to improve speed of analysis/production and minimise duplication and errors. <i>Ensures the wide use, re-use and understanding of statistical analyses through collaborations with other Departments and/or organisations (e.g. ESRC) (G6).</i> 	<ul style="list-style-type: none"> Establishes, maintains and promotes a culture that enables team members to take responsibility for delivering high quality statistical advice, analysis and outputs based on robust methods. Quality assures analytical work of the team or colleagues in accordance with Aqua Book¹ and GSS guidance, challenges source data and assumptions, and interprets final analyses for the purposes of providing supporting evidence. Fulfils appropriate formal roles assigned under Aqua Book guidelines. Advocates the use of data analysis and evidence in decision making, actively participating in the business planning process to identify where input from the profession will be most beneficial and actively seeking opportunities to promote the skills and knowledge of their team.

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	<p>within own work area, <i>or more widely e.g. across their Department (G6).</i></p>			
<p><i>Presenting and disseminating data effectively</i></p>				
<ul style="list-style-type: none"> • Is able to advise customers and stakeholders on presentation and dissemination matters. <i>Is able to advise more widely as a topic area expert, e.g. across Departments, at GSS Committees or possibly at an international level (G6).</i> • <i>Influences and champions the use of presentation and dissemination tools at the departmental level or wider (G6)</i> • Has well established links with internal communications and press office teams. • Encourages the evaluation of presentations and disseminations through user engagement, encouraging a culture of meeting user needs through continuous improvement. 	<ul style="list-style-type: none"> • Champions innovative data dissemination techniques within and across teams, <i>or more widely e.g. across Department(s) (G6).</i> • Seeks out examples of data dissemination innovations from across the analytical community, and investigates ways of transferring these for use within own work area, <i>or more widely e.g. across Department(s) (G6).</i> 	<ul style="list-style-type: none"> • Is knowledgeable about data dissemination tools and techniques and takes the lead in building capability within and outside the team or with Policy colleagues. • Develops communication and social media strategies, in accordance with Departmental guidance. 	<ul style="list-style-type: none"> • Shares good practice with others, including Policy colleagues, to ensure that value can be drawn from the analytical presentations efficiently and effectively. 	<ul style="list-style-type: none"> • Understands the wider statistical position and is able to deliver the key analytical messages while taking account of the ministerial/policy standing, and retaining integrity. • Ensures statistical releases are impartial and takes steps to ensure that statements issued by others (e.g. Ministers, press office, others) are statistically accurate and not misleading. • Keeps knowledge up to date, expands range and documents all learning within a Continuing Professional Development log book.

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Working with credibility				
<ul style="list-style-type: none"> Operates with credibility, is accountable for the work of the team(s) (where applicable) and champions the Statistical profession. As a subject matter expert, contributes to an expert network, knows what else has been done in the same field and where to go for wider evidence. Uses expertise to deliver optimal solutions to customers and to influence decision making more widely. Is an advocate for delivering statistics that inform public debate and serve the public good. 	<ul style="list-style-type: none"> Seeks out, where necessary, appropriate funding/resource and demonstrates the ability to build a network of relationships, internally or <i>externally to Government (G6)</i>, to enable opportunities for innovation. Considers flexible ways of supporting innovation while ensuring the Civil Service Code and Code of Practice for Official Statistics are respected in the letter and the spirit. Shares own knowledge and experience of data innovations (including data dissemination aspects) with others within work area and/or Department, <i>or more widely e.g. across Department or possibly at an international level (G6)</i>. 	<ul style="list-style-type: none"> Shares knowledge and expertise to build the capability of others within or across teams. Ensures that statistics and analyses are widely used, presented and explained effectively by self and staff, where applicable. 	<ul style="list-style-type: none"> Ensures good practice is used within the team; <i>is an advocate for good practice more widely, e.g. across Department (G6)</i>. Manages a portfolio of work, involving colleagues from a range of analytical and/or other disciplines, anticipates future needs and focuses resources in the areas that will provide efficiency as well as the most impact. Undertakes succession planning and develops business continuity strategies that are supported by adequate documentation and knowledge management systems. 	<ul style="list-style-type: none"> Ensures that the legal framework for statistical work, including the Code of Practice for Official Statistics and the Data Protection Act, is understood and embedded in their area, taking personal responsibility for upholding the principles and requirements when challenged. Actively keeps abreast of, and contributes to, relevant statistical developments within and outside the Department, including internationally, adopting and promoting good practice in their area and aligning with the objectives of the broader statistical community. Engages constructively with, and participates in, relevant professional bodies.

ⁱ The Aqua Book was introduced by HMTreasury in 2015; the Book provides guidance for all professions on the production of quality analysis for government.

<https://www.gov.uk/government/publications/the-aqua-book-guidance-on-producing-quality-analysis-for-government>

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