Government Analysis

Career Framework

Government Analysis Career Framework
Version 2 October 2019

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"I enjoy my work which is intellectually challenging in its complexity while also requiring creative problem-solving. The supportive atmosphere and continuous opportunities to get involved in areas that have real-world impact make it both rewarding and develop my skills."
Thannima Shamoli
Junior Trainee Actuary
Government Actuary's Department

What is the Analysis Function Career Framework?

Career frameworks set out the range of careers available in government. They define the skills and experience needed for typical roles across government, enabling people to deliver in their complex and challenging roles.

Designed by analysts for analysts, the Analysis Function Career framework describes typical analytical roles which exist across government, including the key skills required to perform each role at varied skill levels.

This framework has been developed in collaboration with all of the analytical professions and aligns with profession specific frameworks which showcase the technical knowledge and experience required to be a member of a profession within each role. We have also worked in collaboration with other professions such as the Digital, Data and Technology profession. Where roles cross over in to more than one framework, you will see alignment and consistency between role profiles.

The framework signposts relevant opportunities for learning and development to support analysts or aspiring analysts to build a career across the Analysis Function and into leadership.

Government Economic Service · GSE Government Science & Engineering · Government Actuary's Department · GORS · Digital, Data and Technology Profession · Government Social Research · Government Statistician Group

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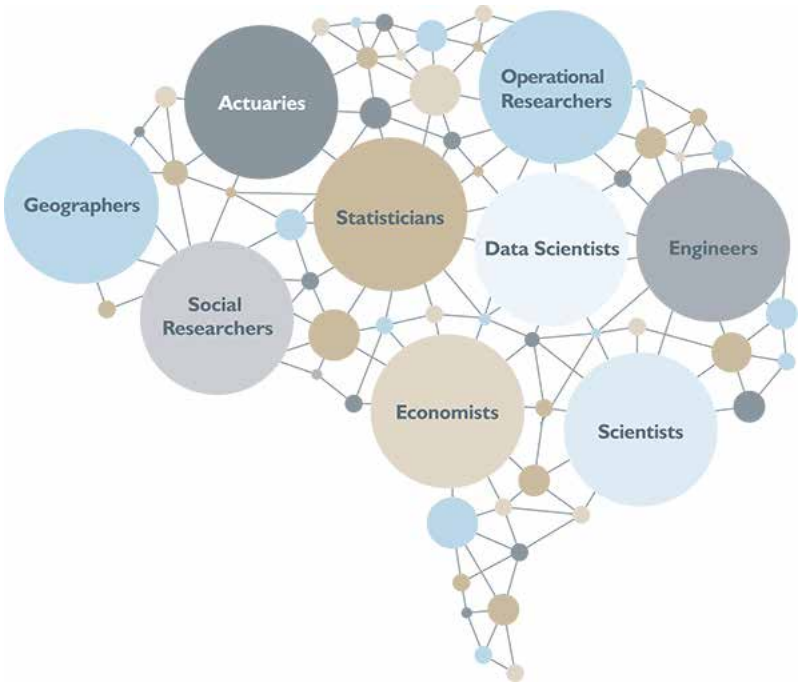
Who is the Career Framework for?

Career frameworks support individuals to make career choices with confidence; clear about the expectations of each role.

Providing more information on typical analytical roles available and the skills and experience required for them.

This framework can be used by individuals to plan their career journey. It can be used by managers to support career conversations and it can be used to showcase the depth and breadth of analytical roles across government, encouraging people to consider a career in analysis.



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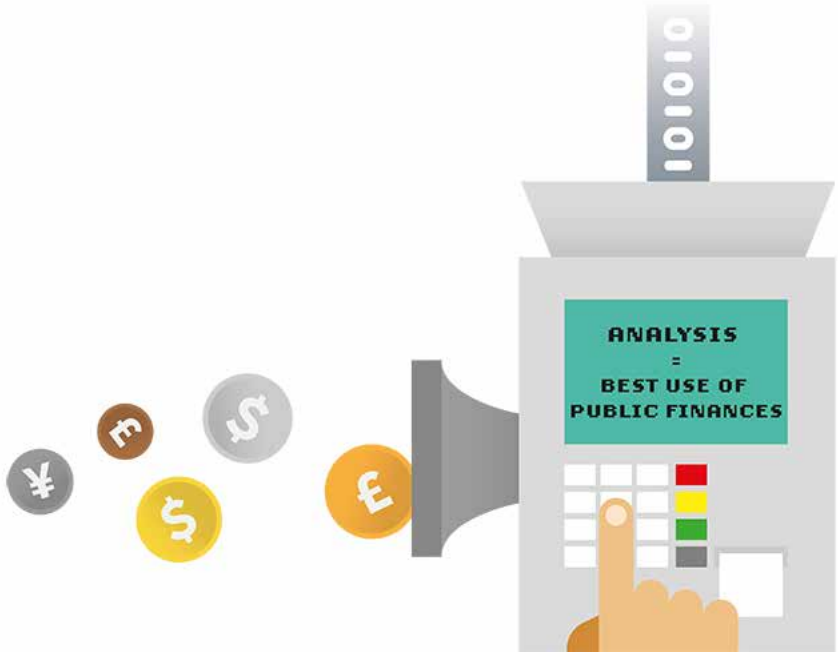
How to use the Career Framework

The framework is interactive meaning you can explore the variety of roles across the Analysis Function.

The framework can be used to help plan career development highlighting skills needed for typical roles across the Analysis Function.

Detailing entry routes and referencing common skills across all roles as well as leadership behaviours to support development into Senior Civil Service roles.

This career framework can support you to plan and manage your own career, helping you plan your learning journey to support your career aspirations. It will help you take control of and steer your development conversations more effectively, so they reflect your priorities and needs.



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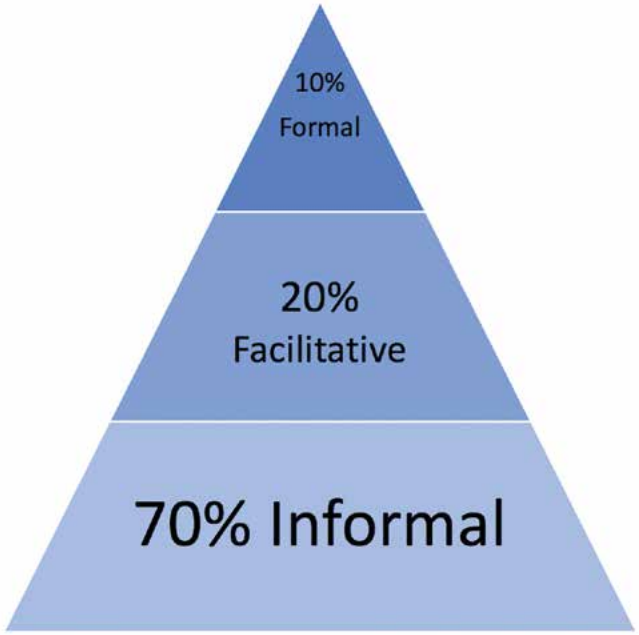
Personal development

There is a huge variety and scope of roles available to analysts in government. This framework provides you with the information you need to start considering which career paths might be suitable for you.

Development can be found via a variety of methods. Research consistently demonstrates that the most effective learning happens through stretching and challenging assignments and learning on the job. The 70:20:10 model is a philosophy and approach to learning. It consists of: 70% on-the-job learning, 20% of learning through other people and 10% through formal training.



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Personal development

To support your development, there are a variety of tools available across the Analysis Function:

- Formal central accelerated development schemes
- Formal departmental or professional accelerated development schemes
- Leadership qualifications
- Loans
- Secondments
- Time limited projects
- Informal or formal mentoring to build a relationship which a mentor gives support and advice to a mentee to help them in achieving their aims in a one-to-one partnership
- Informal or formal coaching with a coach who will work closely with an individual to determine where they would like their career to go and to develop a plan to achieve those goals
- Sponsorship – here a senior civil servant is an advocate for a person with high potential to help them achieve that potential
- Lean In circles – small group of people who support each other

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Developing my core skills *(page 1 of 4)*

Here are some suggested learning offers to support your development of the core skills outlined within the framework. You can follow the links below to access the learning, or contact the Analysis Function Team directly for more information on how to enrol onto the face to face workshops.

To find out more about our other learning offers available, contact us at:

analysis.function@ons.gov.uk

Data Visualisation
Aimed at non-analysts or analysts who do not belong to a badged analytical profession, or those looking to gain a basic understanding of data visualisation. This course provides an introduction to graphs, tables and the use of colour (excluding maps): Compelling Insights through Data Visualisation Guidance for creating charts and tables and best practice for using colour in your work: ONS Data Visualisation Resource Aimed at analysts who already have in-depth knowledge of graphing techniques, this course provides an overview of good practice in the design and presentation of tables, graphs and maps and the use of colour: Introduction to Data Visualisation workshop This guidance sets out some principles to think about when presenting statistical data: Designing effective tables and graphs guidance A useful handout about the advantages and disadvantages of different methods of presenting information: Presenting Information Handout

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Developing my core skills *(page 2 of 4)*

Communicate Insight
Explore various approaches for effective communication of quality, uncertainty and change: Writing about quality, uncertainty and change Practical advice on how to communicate quality, uncertainty and change for different types of statistics and for a range of audiences: Communicating quality, uncertainty and change guidance If you're new to drafting for ministers and senior officials, this e-learning will highlight the characteristics of good writing and the skills you'll need to produce effective drafts in time. More experienced drafters may find this helpful as a refresher: Written Communication This programme is for people new to drafting complex documents who want to understand the principles behind effective drafting and to develop a systematic approach to their work. It will also be useful to those coaching or mentoring people in the workplace: Drafting for success Insight into how to be more effective in your verbal and written communications, including effective listening and questioning, and communicating clearly and concisely: Effective Communication This practical workshop is designed to enhance your existing presentation skills enabling you to deliver key messages with impact and confidence to larger audiences: Advanced communication skills Communicating uncertainty tips and advice

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Developing my core skills *(page 3 of 4)*

Quality Assurance

This e-learning helps you to consider data quality issues. Whether you use data regularly for reporting purposes or only occasionally to help inform specific projects, this topic explores the questions you need to ask to determine the validity of data and analysis, and points out the warning signs when the data is not of sufficient quality: Data Quality

Getting your numbers right: Analytical quality assurance for non-analysts (Face to face workshop offered by BEIS). Contact the Analysis Function team for more information and when the next course will be run.

Quality of Evidence, Uncertainty and risk resources

Software programming, tools and techniques

This course aims to provide participants with an awareness of the new coding tools. It is a non-technical course aimed at people with little or no knowledge of programming: Awareness of new coding tools

This course focuses on applying skills and building confidence, independence and resilience in using R, so that you can continue your learning beyond the classroom: Introduction to R

This course focuses on applying skills and building confidence, independence and resilience in using Python, so that you can continue your learning beyond the classroom: Intro to Python

Courses offered by the Data Camp website take you from a complete data science beginner through to data visualisation, machine learning, forecasting, and beyond: Data Science courses via Data Camp

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Developing my core skills *(page 4 of 4)*

Leadership skills

Fast Stream Programmes across the analytical professions:
Government Statistical Service Fast Stream / Government Economic Service Fast Stream / Government Operational Research Fast Stream / Government Social Research Fast Stream / Digital Data and Technology Fast Stream

Aimed at AA/AO to Grade 6 and 7:
The Positive Action Pathway (PAP) programme aims to increase the representation of female, BAME, disabled and LGBTI colleagues across the Civil Service: Positive Action Pathway

Crossing Thresholds is a 12-month career mentoring programme that allows women looking to develop their career in a structured and supportive environment: Crossing Thresholds

Aimed at Grade 6 and 7:
The Future Leaders Scheme (FLS) is a 2-year, cross-government accelerated development scheme for high-potential grades 6 and 7 across the Civil Service and arm's length bodies: Future Leaders Scheme

Aimed at SCS:
The Senior Leaders Scheme (SLS) is a 2-year, cross-government accelerated development schemes for high-potential deputy directors (SCS pay band 1) across the Civil Service and arm's length bodies. It contributes to creating a strong, diverse and robust pipeline for the most senior roles in government: Senior leaders scheme

CSL is hosting free, 90-minute coaching events to provide senior civil servants with the opportunity to meet and speak with coaches, who have extensive experience of coaching in both the private and public sector: SCS Events

This programme is for new deputy directors and spans 12 months. It helps you understand the challenges and expectations at this transition point, and the role you can play in shaping the Civil Service of the future: Deputy Director Leadership Programme

Enhancing your leadership impact for senior leaders

The Leadership Summit is an external programme, with a mix of participants from the public and private sectors. It supports women at grades 6 and 7 who have the potential to progress to SCS: Leadership Summit

For those of you who are Senior Civil Servants (SCS) and new to the Civil Service, you are invited to attend the Civil Service Orientation to support you in your transition: Civil Service Orientation: Leading in the Civil Service

Induction programmes aimed at new Deputy Directors, Directors and Director Generals: Civil Service Leadership Academy Basecamps

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Routes into Analysis

A career by numbers

You can develop a career in analysis through a variety of entry routes, including mainstream recruitment, apprenticeships and the analytical Fast Stream schemes.

Mainstream Recruitment

Many of our professions run cross-government campaigns which departmental Heads of Profession bid for analysts at various times of year. Grades and frequency varies based on profession.

Apprenticeships

There are a number of apprenticeship programmes across the Function. The recruitment campaigns for degree apprenticeships have September start dates, with Level 4 programme recruitment more frequently.

Fast Stream & Student Placements

There are Fast Stream programmes for Economists, Statisticians, Operational Researchers, Social Researchers, Digital Data & Technology and Science and Engineering. Campaigns run annually with start dates each September.

Additionally, there are opportunities to bid for students at various times of year with recruitment running in February.

"I really enjoy the fast paced, challenging atmosphere in my department and the flexibility of my job which means I get involved in a lot of topical policy areas. I am definitely looking forward to building my career."

Davita Patel
Higher Statistical Officer,
Statistics profession

Further Information:
https://www.civil-service-careers.gov.uk/professions/working-in-analysis/

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Analytical Roles

Role Click on each title for the role profile	Indicative Grades								
	C2	B1	B2		A		Senior Civil Service		
	AO	EO	HEO	SEO	G7	G6	SCS 1	SCS 2	SCS 3
Data Analyst	•	•	•	•	•	•			
Data Collator	•	•	•	•	•	•			
Data Scientist	•	•	•	•	•	•	•		
Performance Analyst			•	•	•	•			
Strategy Policy Analyst		•	•	•	•	•			
Social and Population Analyst		•	•	•	•	•			
Social Researcher	•	•	•	•	•	•	•	•	•
User Researcher		•	•	•	•	•			
Monitoring and Evaluation Analyst		•	•	•	•	•			
Operational Researcher	•	•	•	•	•	•	•	•	•
Economist	•	•	•	•	•	•	•	•	•
Microeconomic Analyst		•	•	•	•	•			
Macroeconomic Analyst		•	•	•	•	•			
Econometric Modeller		•	•	•	•	•			
Methodologist		•	•	•	•	•			
Statistician	•	•	•	•	•	•	•	•	•
Survey Manager			•	•	•	•			
Statistics Production Analyst		•	•	•	•	•			
Mathematical Modeller		•	•	•	•	•			
Actuary				•	•	•	•	•	•
Geographic Analyst	•	•	•	•	•	•	•		
Geographic Advisor	•	•	•	•	•	•	•		
Geospatial Information Specialist	•	•	•	•	•	•	•		
Analytical Deputy Director/Director							•	•	•

The grades listed are indicative.

- Intended as a starting point depending on the specific job being advertised, appropriate skills will be added.
- Indicative grades for Analysis Function roles will be available. The grades will be based on existing profession framework levels.
- However, specific role grades must be determined by departments using Grading Guidance or if appropriate Job Evaluation Grading Support process (JEGS) or (JESPs).
- Role profiles will include skills which will provide a suitable context for the Technical and Experience elements of the Success Profile part of the recruitment process.
- Role profiles include skill levels (Expert, Practitioner, Working, Awareness).

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Analysis in Practice

The Analysis Function uses research, evidence and data to advise government on the best use of public resources. The role of the Function is to support everyone in government to make better decisions so that policy and operations, deliver value for money and improve the lives of the people of the UK.

How the Analysis Function uses financial statistics to assist Treasury with economic decisions:

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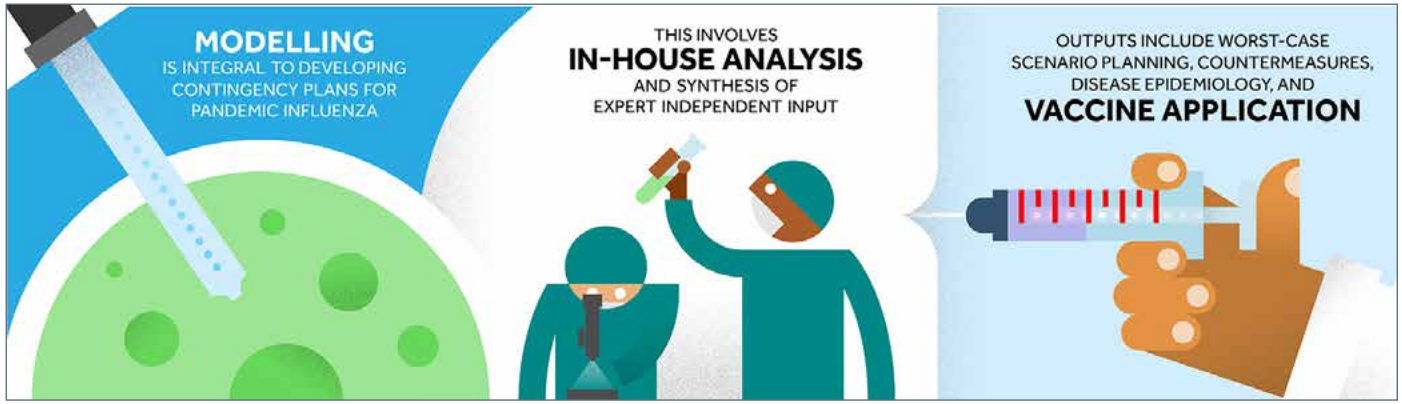
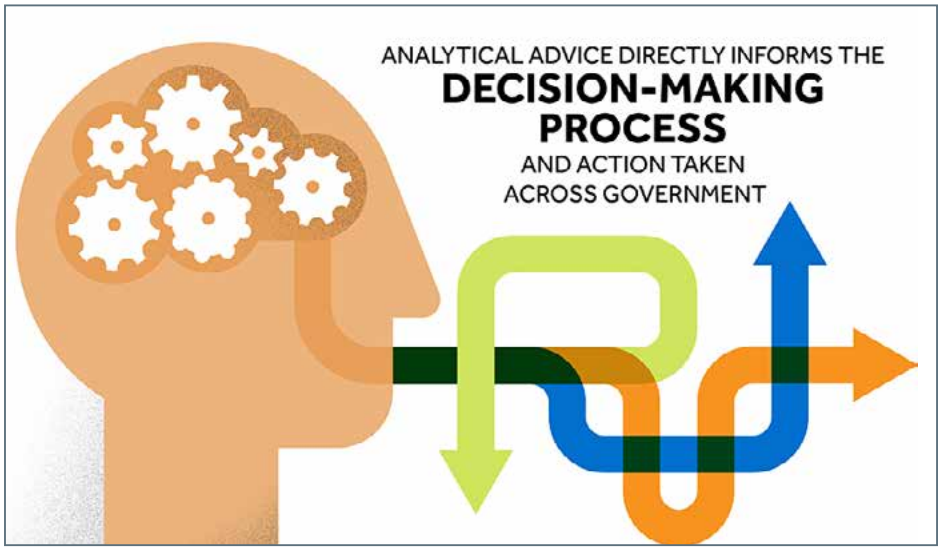
How integrating the Analysis Function into decision making improved planning for pandemic flu:





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Analysis Standard

The Government Functional Standard for Analysis underpins the Analysis Function Career Framework by setting expectations for the planning and undertaking of analysis, to build trust and confidence and enable better informed decision making relating to government policy, operational and financial matters, and the wider public debate.

Adherence to the Standard is a key requirement of each role included within this framework.

The Standard ensures analysts of different professions align their use of language and terminology, making it easier to work together, especially as part of a multidisciplinary team.

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Career Stories

Analysis in government and the role of analysts offers a huge variety of experience and opportunities to make an impact.

Meet some of our members to find out about their career journeys.

Alec Waterhouse
Business Energy and Industrial Strategy

Anita Morrison and Nicola Edge
Scottish Government

Jason Bradbury
Ofsted

Vanna Aldin
Food Standards Agency

Jonathan Tecwyn
Department for Education

Leanne Sunter
Department for Education

David Wood
HM Courts and Tribunals Service

Mujahid Rahman
Government Actuary's Department (GAD)

Thannima Shamoli
Government Actuary's Department (GAD)

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Career Story – *Alec Waterhouse*

Name
Alec Waterhouse

Department
Business Energy and Industrial Strategy

Grade
SCS 1

Job Title
Head of Central Modelling

Profession (if a member)
Operational Research

When did you join the Civil Service and what was your job?

I joined the Civil Service in 2000 as a manager in the Operational Research group of the Department of Trade and Industry

What do you do in your current role and when did you move into this? What inspired you to move into the role?

I moved into my current role in 2013. I am responsible for:

- developing and using models to understand energy and emissions in the medium and long term;
- producing and publishing energy and emissions projections;
- understanding and developing insights into long term emissions reductions;
- development and maintenance of the National Household Model – a domestic energy simulation;
- developing and using approaches modelling and decision support;
- departmental quality assurance policy for analytical models; and,
- joint head of profession for the Operational Research Profession with responsibility for professional development.

Before that I had spent four years in HMRC in more operational roles working on data integrity and data security for personal taxes and leading their performance measurement programme.

After a few years in these roles I felt that we were doing more of the same, important but covering similar ground, so I joined the Department of Energy and Climate change to work on probably the most important issue of our time decarbonisation.

What do you enjoy about your role?

I enjoy working with a high quality group of analysts and customers who ask questions that are useful but difficult to answer. I am lucky to be able to work on a wide range of analytical projects. I also really enjoy the work I do with the Operational Research Profession on professional development. Truly no two days are the same for me.

What are you proud of about yourself/your role/department?

I was proud to be part of the team that provided the supporting analysis underpinning our nation's decision to change our decarbonisation target to net-zero by 2050.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

If someone wanted to be a good operational researcher then it helps to be numerate, logical, curious, customer oriented and willing to learn new things. Operational research is a very broad field there is always something new to learn and always a way to use it to help clients. The trick is finding out what clients want and what you can do!

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Career Story – *Anita Morrison and Nicola Edge*

Names
Anita Morrison and Nicola Edge

Department
Scottish Government

Grade
SCS 1

Job Title
Deputy Director, Heads of Justice Analytical Services, Scottish Government

Profession (if a member)
Social Researchers

When did you join the Civil Service and what was your job?

Anita: I undertook a short term secondment to the Scottish Government in 1999, but then became a permanent employee in 2001. I initially worked in the Social Justice Research Team setting up People's Panels and Juries for the Social Inclusion Partnerships in Scotland in 1999 and joined the Drugs Research Team (more aligned to my previous experience) in 2001.

Nicola: I joined the Scottish Government as a B3 Social Researcher in 1998 following research roles in local government and academia. My first role was working in the Social Inclusion Regeneration and Planning Team. This included developing the evidence base for the Scottish Government's first Strategy for Social Justice.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

Nicola and I currently share the Head of Justice Analysis role in the Scottish Government. It has been a fantastic opportunity to work with over 30 analysts from 4 professions in meeting the analytical needs of Ministers and policy colleagues across policing, courts, prisons and related issues.

Anita and I wanted to bring our leadership values and experience to what is a genuinely cross-professional and collaborative role, to enhance the impact of analysis, drive improvement and change and make Justice Analysis a really great place to work for everyone.

What do you enjoy about your role?

Anita: Everything, but in particular advocating for and explaining for my colleague's high quality analysis and seeing that have an impact or influence on people's thinking. I also really enjoy coaching and developing analysts who are earlier in their careers.

Nicola: I love working with a team of great people with fantastic skills and ideas and having those kinds of conversations that lead to innovation and improvement. I really enjoy working with a great set of policy colleagues who really engage with evidence and analysis and value the role and contribution analysts can make to policy making and delivery.

What are you proud of about yourself/your role/department?

The high levels of motivation commitment and enthusiasm JAS analysts have for their work and their roles. Hopefully Nicola and I are instrumental in creating the right working environment for that. We get some really positive feedback about what a great place JAS is to work and that makes me feel happy and proud.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

It's a mix of the technical and people skills. It's really important that we do technically sound work, but also that we can foster the relationships to share it and have influence. We look for those 'softer' skills around working well together, listening to others and being open to ideas and change, being willing to look across boundaries and make connections.

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Career Story – *Jason Bradbury*

Name
Jason Bradbury

Department
Ofsted

Grade
Senior Civil Service

Job Title
Deputy Director, Data and Insight

Profession (if a member)
Statistics and Project Delivery

When did you join the Civil Service and what was your job?

I joined the Civil Service Fast Stream back in June of 1994. In my first job (which was in the Department for Transport, Marsham Street, London) I was responsible for setting up a European pilot survey into Transport Services (road haulage etc) working in collaboration with the Central Statistical Office (now ONS). From there I moved on to the Department of Social Security (now DWP) in Newcastle for 6 years, working in a range of really interesting roles before then moving to the Ministry of Defence (again in a range of roles) in 2001.

In 2010 I became the head of GSS Strategy within the National Statistician's office before moving into the Office for National Statistics to work in Economic Statistics and then Programme leadership roles. In 2018 I moved into my current organisation, Ofsted.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

In my current role I am the organisation's Chief Statistician and Head of Profession for Statistics. With my team of around 100 brilliant analysts we provide a range of analysis and support services to Ofsted's Inspection and Regulatory activity. I'm extremely proud of the fact we really do use real statistics and some very advanced statistical, data science and analysis techniques to help target our activity in areas that really make a difference.

In terms of what inspired me to move into the role, well, I'd been leading a major change programme for about four years and really wanted a change back into an operationally focused area. The job at Ofsted came up and the rest, as they say, is history.

What do you enjoy about your role?

The fact that what we do really, really matters every day to real people. Don't get me wrong, central strategic and programme leadership roles also really matter, but (as part of any career) moving between those sorts of strategic, operational and delivery roles at periodic intervals is good for the soul and incredibly rewarding.

What are you proud of about yourself/your role/department?

I'm proud of myself for periodically going through the learning curve of moving departments, learning new cultures and meeting new people. It's not always easy, but we pick up so much good practice from just experiencing different organisations and working with a diverse range of great people across government.

I'm very proud of my team for their ability to flex and adapt around changing priorities and for using data really well to provide a sound evidence base for Ofsted's work. We're not just at the policy table, we're also out there supporting inspection and regulatory visits. There's been some amazing stories of work we've done – such as on pupil exclusions – that has had a real and lasting effect on individual children and learners, just by changing perceptions and behaviours.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

Come and talk to us and have a passion for good evidence, analysis and story-telling.

Getting messages out there and really making a difference only really happens if we're able to engage our users. So, skills wise, good analysis skills (obviously), great people skills (to work with users and stakeholders) and the ability to bring data to life really matter. That's the core set really.

If you also happen to have some good agile working experience or project management skills then that's a real bonus, but diversity of skills, background and experience is so important, so if in doubt just pick up the virtual phone or come and visit!

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Career Story – *Vanna Aldin*

Name
Vanna Aldin

Department
Food Standards Agency

Grade
Grade 6

Job Title
Head of Analytics, Chief Economist

Profession (if a member)
GES

When did you join the Civil Service and what was your job?

I joined the Civil service in 2001 though an external recruitment from the Office for National Statistics. I joined as a researcher (HEO) and subsequently I joined the GES Fast Stream in 2004.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

I joined the Food Standards Agency (FSA) in 2015 after more than seven year working on immigration policy at the Home Office. I lead a multi-disciplinary team of approx. 30 analysts (economists, operational researchers, statisticians and social researchers) including research fellows from leading universities. FSA is a small non-ministerial department with a big task: to protect consumers interest in relation to food and ensure food is safe and what it says it is. My team provides a key role in ensuring policy is based on sound, timely and independent analysis and research. The clear objectives, the dedicated people I work with in every part of FSA, the impact we have on every day life of all citizens in the country are a really inspiration for me.

What do you enjoy about your role?

I really enjoy working with a very diverse team and the opportunity of applying a multi-disciplinary approach so that policy and operational colleagues can access the right skills and expertise. I enjoy the autonomy and independency that allows me to access external expertise in academia and in the research world through several channels including sponsoring PHDs and research fellowships.

What are you proud of about yourself/your role/department?

I am very proud to have raised the profile and impacts on analytical work here at FSA. The various initiatives I introduced and nurtured since I joined back in 2015 have had a real impact in ensuring policy and operational delivery decisions are based in high quality evidence and analysis, often ground-breaking.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

I would advise: be open to learning, a necessary skill throughout our life, to engage with other disciplines outside your own expertise, embrace data science. In a very near future all analysts will need the skills to analyse and exploit the new frontiers of big data.

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Career Story – *Jonathan Tecwyn*

Name
Jonathan Tecwyn

Department
Department for Education

Grade
Grade 7

Job Title
Revenue Forecasting and Cost Pressures Team Lead

Profession (if a member)
GORS

When did you join the Civil Service and what was your job?

Way back in September 2009 I joined the Home Office in the (almost brand new) 2 Marsham Street building. I worked on a systems thinking / systems dynamics project looking at how the different parts of Home Office business interact (e.g. migration, courts, crime, policing… etc). This was shortly after the Home Office had been declared by new Secretary of State John Reid as "not fit for purpose" due to issues with (not) accounting for thousands of Foreign National Prisoners. This prompted the birth of a systems project to better join things up. It was an interesting role in which I learnt how to do system dynamics, use soft systems techniques, and understand a bit more about a big and complex department. We struggled for traction though as time went on as it was difficult to build such a complex model with so many data mismatches etc. So I moved onto working on Police Pay and Conditions.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

I started in DfE in June 2017, and enjoy my role so much that I have had the same job since then. I was attracted to the department due to the importance of the cause (I have second-hand experience being married to a teacher) and its high priority nature. I manage a very skilled team who forecast how much cash we need for different parts of the school system (we directly forecast around £10bn p/a). We deliver big-scale, planned model updates as well as providing quick-turnaround analysis for policy development. Our priorities vary from preparing for spending review and business planning analysis to analysing the real cost pressures that schools face. We also work on teacher pay/pensions grants. We do most of our work in Excel, R and SQL.

What do you enjoy about your role?

Lots! There's a great variety with:

- types of work (ranging from the "rough-and-ready" analysis to the 6-month projects),
- areas of schools policy we cut across (from free school meals to teacher pensions), and
- a breadth of talented and diverse colleagues we get to work with.

I feel that the work we do is (by and large) really important in policy development.

What are you proud of about yourself/your role/department?

I am proud of many things we do in DfE. Firstly, I think we are a department that genuinely champions diversity and recognises difference. Secondly, I think we're a very forward-looking department in terms of ways of working (Skype, MS Teams etc) and the technologies we have across the analytical community (e.g. remote desktops, access to loads of great software). Thirdly, I love the geographical diversity – part of the pull of DfE was that it would allow me to move out of London (which I did in July 2019 having lived in London for 10yrs). Fourthly, I feel the department has a very supportive analytical community – I can reach out on Teams or Slack and will almost certainly receive a barrage of helpful suggestions. Finally, I genuinely feel that corporate activities are encouraged and recognised across DfE, as are learning & development opportunities (I'm currently studying a part time MSc which I have been well supported with).

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

1. The ability to build and maintain strong working relationships with key customers of your work – as well as looking to see how you can reach further to make a broader impact.
2. The ability to grasp challenging/technical concepts and explain these to diverse audiences.
3. Technical skills – in particular, SQL, R and Excel, as well as the ability to conduct uncertainty analysis (and explain it!)
4. A desire to improve, and to both learn from and help to develop others.

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Career Story – *Leanne Sunter*

Name
Leanne Sunter

Department
Department for Education

Grade
Grade 7

Job Title
Strategic Financial Analysis Team Lead

Profession (if a member)
GORS

When did you join the Civil Service and what was your job?

I joined the Civil Service in 2008 as a Scientific Officer, working for Jobcentre Plus (JCP) within DWP. My first role involved producing a weekly dashboard for the Chief Operating Officer on various metrics of JCP performance during the recession. I quickly developed a wide range of contacts from across the Department and enjoyed the fast-paced nature of the work and the regular shifts in focus to ensure that JCP was operating as efficiently as possible. Whilst at DWP I led on a number of other projects and using the coding skills I developed there saved around £50m a year by deploying operational staff more efficiently as well as working as part of a team of ORs to implement a room booking system that was so popular it was launched across a number of buildings.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

I moved to my current role in DfE in January 2019, after almost 8 years in forecasting and modelling funding formulae for schools and high needs pupils. I was ready for a new challenge and relished the opportunity to gain some experience in a new area. In my new role, I take a much wider view of funding across the whole of DfE and support Strategic Finance with Spending Review work, looking at the bigger picture and being involved in the (sometimes difficult) trade-offs between areas within the Department. This is a big contrast from my previous role where I knew lots of detail about a few policy areas but I really enjoy being able to use my existing knowledge and learn new things in my new post.

What do you enjoy about your role?

At the moment I'm really enjoying being able to support, nurture and develop my team members. Seeing them gaining confidence and skills and autonomy is really rewarding and when we deliver as a team and help to ensure evidence is at the heart of our decision making process I feel like we've done a great job.

What are you proud of about yourself/your role/department?

I am really proud of managing and leading a team of different professions across 3 different sites on a part-time basis and that I led on one of the biggest reforms to school funding in recent years as a part-time worker. DfE is really flexible and supportive of different working patterns which enables me to work from home and maintain a good work-life balance.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

- Willingness to learn and develop your knowledge and skills
- Communicating difficult concepts in simple ways
- Breaking down complex problems into achievable tasks
- Providing the answer to someone's question – even if they don't know what that question is or it's not the question they asked!

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Career Story – *David Wood*

Name
David Wood

Department
HM Courts and Tribunals Service

Grade
Deputy Director

Job Title
Analysis and Performance

Profession (if a member)
Geography (part of GSE) and GES

When did you join the Civil Service and what was your job?

I joined the civil service in 1999 as a Faststream economist working in what is now the Ministry of Housing, Communities and Local Government on local government finance. I have gone on to work in 6 different Government departments, principally as an analyst, but also spending time in a policy role and a delivery role.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

In addition to my day job, I am also the first cross-government head of the geography profession, a new, growing and thriving profession which already has over 900 members across the public sector and is part of GSE and the Government Analytical Function. Everything happens somewhere, so it is crucial for government to understanding the impact of place on the design and delivery of public services and to have a profession which both supports its members and also champions the importance of spatial thinking across government.

My day job is at HM Courts and Tribunals Service. I moved into my current role in 2016 as Deputy Director for Analysis and Performance. This role covers a broad range of analytical functions from:

- the capture, assurance, transformation and storage of data from a host of source systems;
- publishing data and making it available to other departments and academics;
- making data accessible to the 15,000 strong organisation through a series of BI products, reports and tools to enable us to be a data and evidence driven organisation;
- undertaking performance analysis across the system and deep dives into specific issues;
- undertaking modelling and forecasting on how much work is likely to come into the courts and tribunals in future years, how much resource we will need to deal with that and how many Judges we will need to recruit to manage it.
- increasingly using data science techniques to tackle some of the questions we're faced with.

I was inspired to join HMCTS to be part of the ambitious £1bn programme of court reform, which aims to bring new technology and modern ways of working to the way justice is administered. We are building a modern system for administering justice which will benefit everyone who uses it. By designing systems around the public who need and use our services, we can create a more effective system for them and generate efficiencies for the taxpayer.

What do you enjoy about your role?

There's so much to enjoy about my role from the diversity of the work, working with different professions and the Judiciary to getting out to visit my teams across the country in courts, tribunals and service centres and seeing the difference our work makes to the lives of the users of the system.

But what I most enjoy is embracing new techniques and technologies and helping the team to grow and develop in exploiting them to add more insight and value to the business (even if a lot of the team use the experience to go off on promotion!).

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Career Story – *David Wood (continued)*

What are you proud of about yourself/your role/department?

As head of geography I am really proud of the work our 900 members are doing across government to support policy design and delivery. It was an honour to formally recognise this for the first time this year with the Geography in Government awards, with the main award presented at the annual Royal Geography Society awards evening. It was amazing to see the reaction and interest in the work of government geographers at the RGS awards evening as, so often, much of what we do in Government is not visible to wider professional communities.

I am very proud of the fact that within HMCTS we have built a truly multi-disciplinary team of analysts so that we can draw off a diverse range of experiences and backgrounds to best support the business with robust and insightful management information and analysis, including having members of 6 of the 7 professions in the Government Analytical Function.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

Everything happens somewhere. Now, more than ever, geographers are combining increasing quantities of geospatial information with advances in technology to drive new insights on our place in the world. We are leading the way in government and the public sector, recognising the importance of Geography, and we have established a profession to support our members in their work across the public sector.

The geography profession is quick and easy to join (join here http://bit.ly/GiG_Join, enter geography at question 11) and is open to all civil, crown and public servants.

Not all of us fit neatly into one box, so you can join the geography profession even if you are a member of another profession, as a lot of us with geo backgrounds or on-the-job learnt geo skills apply them across different disciplines (I'm an economic geographer by training, so am also a member of the Government Economic Service).

In our regular updates to our members we highlight jobs and opportunities, so if you have a background and passion for geography, join the profession and see what opportunities are out there!

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Government Analysis

Career Story – *Mujahid Rahman*

Name
Mujahid Rahman

Department
Government Actuary's Department (GAD)

Job Title / Grade
Analyst Band 2

When did you join the Civil Service and what is your job?

I joined the Government Actuary's Department (GAD) in September 2016, straight after graduating from university. I'm currently an Analyst Band 2 in the Actuarial Services team (AST). This is the central team responsible for the core technical calculations within GAD.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

My current role is to provide support to actuaries in the production of advice and assurance to clients.

In AST, I've been working mostly on the public sector pension scheme valuations, seeing through the process from start to finish, including data processing, calculations and sensitivities. This involved learning and understanding all facets of how an actuarial valuation is performed as well as learning specific details of such schemes and regulations.

I've also taken the opportunity to lead on elements of the project myself, which I have found to be an interesting and fulfilling challenge.

A key attraction to starting a career at GAD and within the actuarial profession itself was that it provided me the opportunity to integrate the theory and analytical skills that I had learnt from university and apply these to real-world scenarios.

What do you enjoy about your role?

There are many enjoyable elements at GAD such as the work-life balance available and the social activities that are on offer. There are many activities that people can get involved in, such as backgammon, badminton, cricket, football tournaments and many more!

In AST, we are encouraged to continuously strive for self-improvement and collective team development. Because of the nature and variety of projects, we get to work with everyone in the large team we have. This means that we get to interact with many people day to day from differing backgrounds. As a team, we even have regular socials ranging from go-karting to 'escape room' challenges.

What are you proud of about yourself / your role / department?

Working as an Analyst at GAD has allowed me to grow and refine my skillsets, enhancing both technical and soft skills. Where I've had the opportunity to lead projects, I've developed skills in project planning, management as well as delegation and training of others in the team.

I have also been involved in client team and management meetings communicating updates on projects. Although there were many challenges including volume of work, tight deadlines and finite resources, I am proud of how we turned around results ahead of schedule and within budget.

Also being top scorer in my debut season in GAD football isn't bad either…

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

A career at GAD would be a perfect fit if you have a passion for problem solving and enjoy a technical challenge! My main advice would be to gain work experience early and to explore data science opportunities, as this is a growing area.

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Career Story – *Thannima Shamoli*

Name
Thannima Shamoli

Department
Government Actuary's Department (GAD)

Job Title / Grade
Junior Trainee Actuary

When did you join the Civil Service and what was your job?

I joined the Civil Service as an Actuarial Analyst a year ago and then became a Junior Trainee Actuary 8 months later.

What do you do in your current role and when did you move into this? What inspired you to move into the role?

My current role involves complex analysis of financial data of organisations in the public sector or those with a historic tie to public services. From this, I can model various future scenarios that help these organisations to make sound financial decisions.

As well as creating the models and carrying out the analysis, another crucial element of the role is communicating the results to the client effectively which involves making decisions on how best to present data and what explanatory comments are required.

It was the combination of using my mathematical skills, working to communicate complex information, and having an impact on public life that attracted me to the role.

What do you enjoy about your role?

Working with public sector clients means that my work has a real-life impact, and this makes my work both rewarding and exciting. It also presents unique challenges that require creativity to develop bespoke solutions that meet their specific needs. The work can also be fast-evolving and as a direct result of changes in laws and regulations.

What are you proud of about yourself/your role/department?

It is a real proud moment to see figures you have helped to produce appear in places such as ministerial statements. There is also a genuine collaborative spirit in the department which means that whatever level you are, your contribution is encouraged and valued. This also creates a friendly and fun atmosphere with plenty of socials to meet everyone's interests.

If someone was looking to work in your area, what advice would you give them? What skills do you think they need?

To work in this area, you need to be comfortable working with figures and enjoy spotting patterns in, and then analysing, data.

You should also be an effective communicator and have a good attention to detail as it's important that the work produced is accurate. The role relies heavily on use of Excel and programming languages that you can learn on the job, so it is worthwhile finding out if you like working with these programs.

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Common skills

Working in consultation with analysts across-government, the framework highlights skills which are common across typical analytical roles. These skills are recommended for individuals to explore as part of their development to support movement into roles across the Function.

These skills do not replace existing analytical profession frameworks which articulate specific technical skills.

Skill	Definition
Data Visualisation	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.
Communicating Insight	Strong verbal and written communication skills, sharing insights with stakeholders.
Quality Assurance	The ability to conduct out data quality assurance, validation and linkage.
Software programming, tools and techniques	The ability to use coding and programming skills for data analysis.

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Common behaviours

The Career Framework highlights the behaviours which are common across typical analytical roles and recommended for individuals to explore as part of their development into Senior Civil Servant roles. It is not mandatory to include these behaviours on every role.

Departments have the option to choose any additional relevant behaviours, technical, experience, strengths and ability elements in line with the Success Profiles methodology.

Recommended behaviours to support development into leadership roles		
Leadership	Proven ability to effectively lead and manage a team. Principal / Lead Data Analysts may be responsible for the management of workload or management of teams. Leadership skills should be continually developed to support and facilitate movement into senior leadership roles.	Success Profiles Civil Service Behaviours
Communicating and Influencing	Communicate with others in a clear, honest and enthusiastic way to build trust. Explain complex issues in a way that is easy to understand. Deliver difficult messages with clarity and sensitivity, being persuasive when required.	
Working together	Actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress.	
Making effective decisions	Clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level. Encourage both innovative suggestions and challenge from others, to inform decision making.	

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Skill Level definitions

Skill Level Definitions	Skill level required (A, W, P, E)
Has knowledge and experience in the application of this skill. Is a recognised specialist and advisor in this skill including customer needs, generation of ideas, methods, tools and leading or guiding others in best practice use.	Expert
Shares knowledge and experience of the skill with others, including tools and techniques, defining those most appropriate for the environment.	Practitioner
Applies knowledge and experience of the skill, including tools and techniques, adopting those most appropriate for the environment.	Working
Has knowledge of the skill and an appreciation of how it is applied in the environment.	Awareness

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Term	Definition
Job Family	Grouping of roles with similar characteristics.
Role profile	High level overview of the relevant technical and leadership skills required for roles across the Analysis Function within each job family across the career framework.
Job description	Specific role details which will contain relevant profession / department details used to support recruitment and selection.
Career pathway	Describe a career journey. Individuals have information available to them to help make career choices and plan multi-professional/functional careers whatever their location.
Career framework	Key element of supporting individuals to grow and develop their career within a function / profession which will support to create career pathways across the Civil Service.
Success Profiles	Recruitment assessment framework to attract and retain people.
Profession agnostic	A role that could be undertaken by individuals with the relevant skills or experience from any profession.
Technical Specialist	This could be a "badged" or professional role subject to entry requirements and development i.e. Economist or Statistician.

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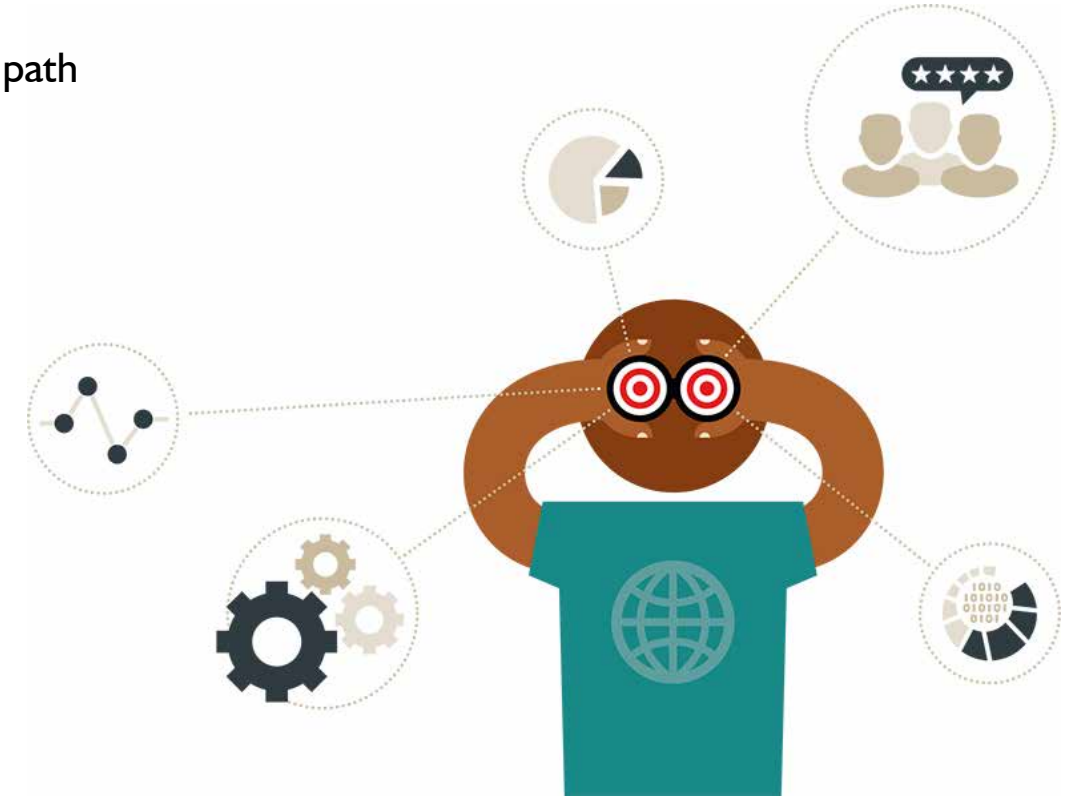
Role profiles & career paths

Use the menu on the right to navigate through the role profiles & career paths and find out more about:

- Role summary
- Typical role responsibilities
- Key skills
- Sample career path



Role profiles & career paths

Data Analyst
Data Collator
Data Scientist
Performance Analyst
Strategy Policy Analyst
Social and Population Analyst
Social Researcher
User Researcher
Monitoring and Evaluation Analyst
Operational Researcher
Economist
Microeconomic Analyst
Macroeconomic Analyst
Econometric Modeller
Methodologist
Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Data Analyst

Role Summary

Data Analysts collect, organise and study data to provide business insight. Working across a broad range of areas, Data Analysts understand, manipulate and accurately analyse data, providing insight, briefing internal and external audiences in ways that make the complex easy to understand, particularly for non-specialist audiences.

Typical role responsibilities

- Managing, cleaning, abstracting and aggregating data alongside a range of analytical studies on that data.
- Identifying, collecting and migrating data to/from a range of systems.
- Manipulating and linking different data sets as required.
- Assisting with data quality checking and cleaning.
- Applying tools and techniques for data analysis, data visualisation (including use of BI tools). Presents data and conclusions logically and concisely in the most appropriate format and in adherence to overarching Analysis Function standards.
- Summarising and presenting the results of data analysis to a range of customers, making recommendations.
- Interpreting and applying relevant data information security standards, policies and procedures to data.
- Performing routine statistical analysis and ad-hoc queries which may include the production of reports.
- Using a range of analytical techniques such as data mining, time series, forecasting and modelling techniques to identify and predict trends in data.
- Working with data architecture.
- Utilising coding and programming skills for data and analytics.

Role profiles & career paths

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Microeconomic Analyst
Macroeconomic Analyst
Econometric Modeller
Methodologist
Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Data Analyst – *key skills*

Skill	Description	Indicative Grades ▸AO – EO – HEO/SEO – G7/G6◂			
		Associate	Data Analyst	Senior Data Analyst	Principal Data Analyst
Logical and creative thinking skills	Can approach a problem applying logic and creativity.	Awareness	Working	Practitioner	Expert
Analytical and problem-solving skills	The ability to apply analytical techniques to present a solution.	Awareness	Working	Practitioner	Expert
Good IT and mathematical skills with the ability to learn new systems and ways of working	Proven IT and mathematical skills demonstrated through relevant qualifications or work experience.	Awareness	Working	Practitioner	Expert
Data Management	Understanding data sources, data organisation and storage.	Awareness	Working	Practitioner	Expert
Quality Assurance, Validation and Data Linkage	The ability to conduct out data quality assurance, validation and linkage.	Awareness	Working	Expert	Expert
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Awareness	Working	Expert	Expert
Data modelling, data cleansing, and data enrichment techniques	Understands conceptual, logical and physical data modelling, developing knowledge of data cleansing and standardisation.	Awareness	Working	Practitioner	Expert
Statistical Methods and Data Analysis	Knowledge of statistical methodologies and data analysis techniques.	Awareness	Working	Practitioner	Practitioner
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Awareness	Working	Practitioner	Expert
Project Management	Working with stakeholders to gather requirements and deliver findings. Senior/Lead Data Analysts may oversee projects within a data analytics team.	Awareness	Aware-ness	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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Geographic Advisor
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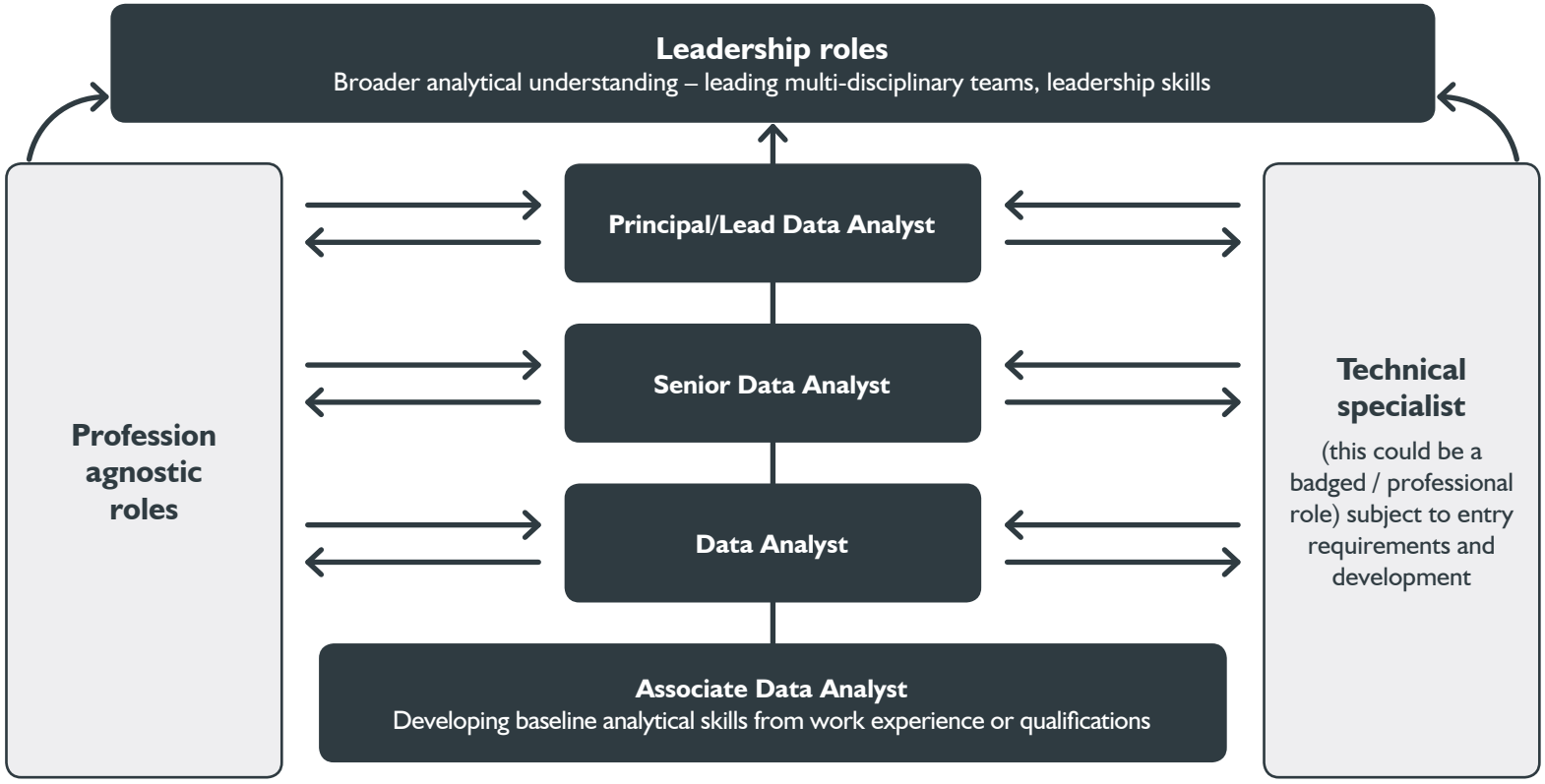
Data Analyst – *sample career path*

The Data Analyst career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels.

Entry and exit points can include roles from other analytical and digital professions or non-analytical or non-digital professions.

Entry and Exit Points:



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Data Collator
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Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Data Collator

Role Summary

Data Collators collect and collate information. Undertaking data cleaning, quality assuring forms of data from a variety of sources (primary, survey, admin, open). Sharing analysis and key findings, often working in data collection or multi-disciplinary teams.

Typical role responsibilities

- Collect and gather information from a wide range of sources and systems
- Collate information to ensure easy retrieval and access for analysts within their team
- Quality assure and clean data to ensure it is "analysis" ready
- Read, understand and interpret reports and information
- Highlight and distribute relevant information to team members to ensure they remain informed of the latest developments in their area of interest
- Conduct analysis of data using tools and systems as required

Role profiles & career paths

Data Analyst
Data Collator
Data Scientist
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Strategy Policy Analyst
Social and Population Analyst
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User Researcher
Monitoring and Evaluation Analyst
Operational Researcher
Economist
Microeconomic Analyst
Macroeconomic Analyst
Econometric Modeller
Methodologist
Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Data Collator – *key skills*

Skill	Description	Indicative Grades ▸AO – EO – HEO/SEO – G7/G6◂			
		Associate	Data Collator	Lead Data Collator	Principal Data Collator
Data collection	Understanding of data collection methods and their application.	Awareness	Practitioner	Practitioner	Practitioner
Data collation	Able to assimilate information from a range of diverse sources.	Awareness	Practitioner	Expert	Practitioner
Data cleansing	Knowledge of data cleansing and standardisation.	Awareness	Practitioner	Expert	Practitioner
Data management	Understanding data sources, data organisation and storage.	Awareness	Working	Practitioner	Practitioner
Software tools and techniques	Utilising coding and programming skills for data and analytics.	Awareness	Working	Expert	Practitioner
Data analysis	Able to identify key issues from data/information received, presenting and sharing as relevant.	Awareness	Practitioner	Expert	Practitioner
Communicate insight	Strong verbal and written communication skills.	Awareness	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

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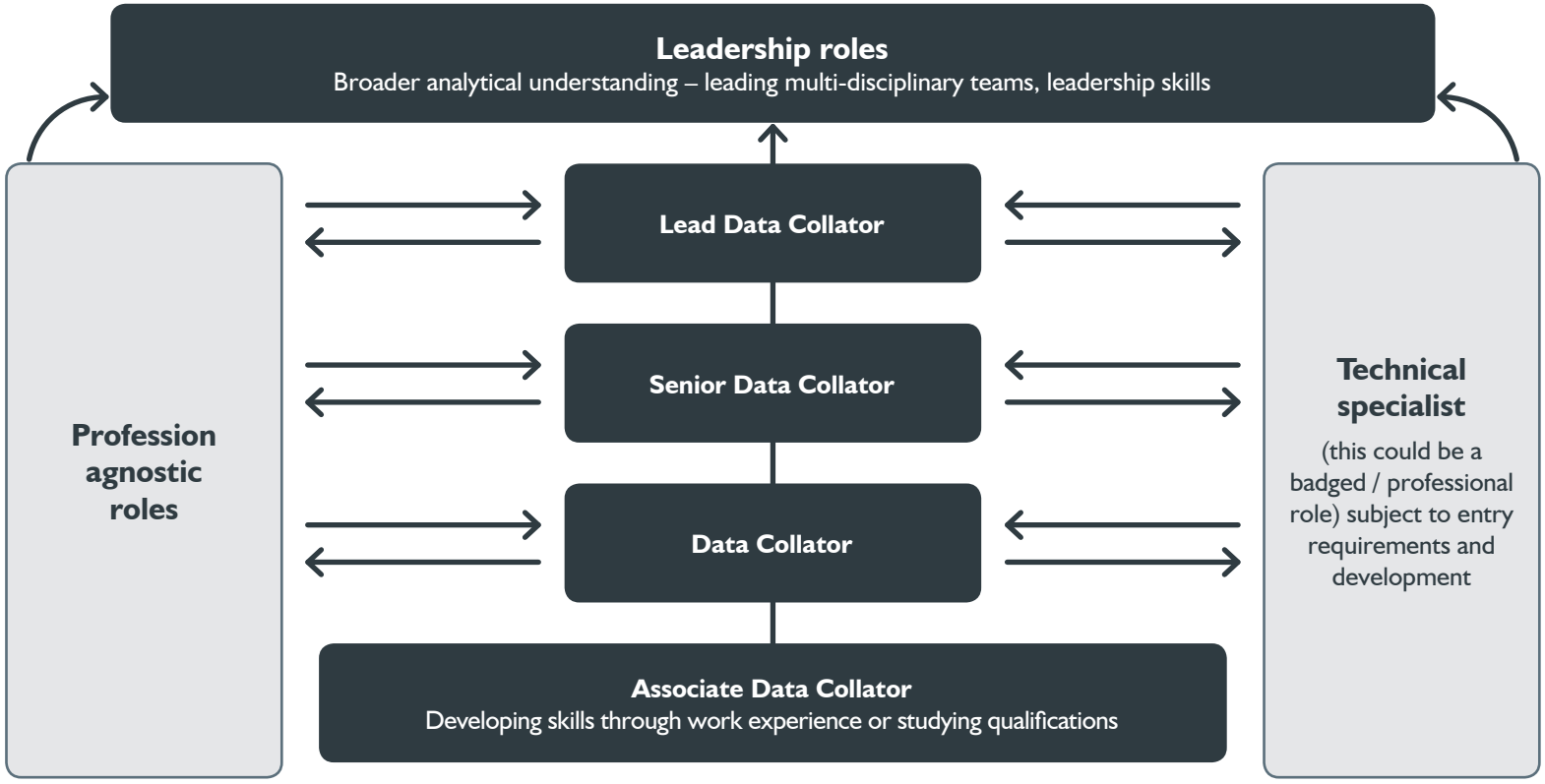
Data Collator – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical and digital professions or other professions.

Entry and Exit Points:



Role profiles & career paths

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Data Scientist

Role Summary

A data scientist identifies complex business problems whilst leveraging data value. They work as part of a multidisciplinary team with data architects, data engineers, analysts and others. Data scientists work across professions, specific profiles for data scientists are available on the Digital, Data and Technology Capability Framework, as well as the Government Statistician Group Competency Framework.

The Government Data Science Partnership are undertaking a review of the skills required for data science and therefore this profile will be updated once this work is completed.

The data science framework is based on the existing DDAT framework and the GSG Career Pathway. Work is in progress, through the Government Data Science Partnership with a cross-government skills steering group, to refresh the data science career framework, using insights from the gov data science skills audit.

Typical role responsibilities

A trainee data scientist is given an experience of practical data science work under supervision from more senior colleagues.

- Trainee data scientists move from a strong awareness of the core data science skills of coding, machine learning and statistics to a more effective working knowledge. They develop their understanding of how to apply data science to business problems.
- A trainee data scientist needs specific skills and capabilities, like data science innovation and domain expertise as well as general Civil Service competencies, like collaborating and partnering.

A junior data scientist is responsible for aspects of existing data science projects. Junior Data Scientists:

- gain valuable hands-on experience working on data science projects
- are able to apply certain data science techniques and work to develop their technical ability
- provide limited advice on data science projects within teams
- identify and communicate lessons learnt during projects and follow good practice
- clearly communicate the value of data science work to stakeholders

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Data Scientist

A data scientist is proficient in data science. Data scientists:

- have recognised technical ability in a number of data science specialisms and provide detailed technical advice on their area of expertise
- promote and present data science work both within and outside of the organisation
- engage with stakeholders and champion the value of data science work
- line manage and mentor junior data scientists
- manage small project teams

A Grade 7 Data Scientist is an expert data scientist who provides support and guidance to teams. Senior Data scientists:

- are a recognised authority on a number of data science specialisms within government, with some knowledge of cutting edge techniques
- engage with senior stakeholders and champion the value of data science
- line manage more junior colleagues
- communicate the value of data science to senior stakeholders

A Grade 6 Senior Data Scientist provides leadership and direction across a programme of multidisciplinary data science projects, managing resources to ensure delivery. Heads of data science:

- are recognised as strategic authorities with technical expertise in cutting edge techniques, defining vision across the organisation
- are role models to other data scientists and champion adoption of best practice
- communicate with senior stakeholders and convince them of the strategic value of applying data science

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Data Scientist – *sample career path*

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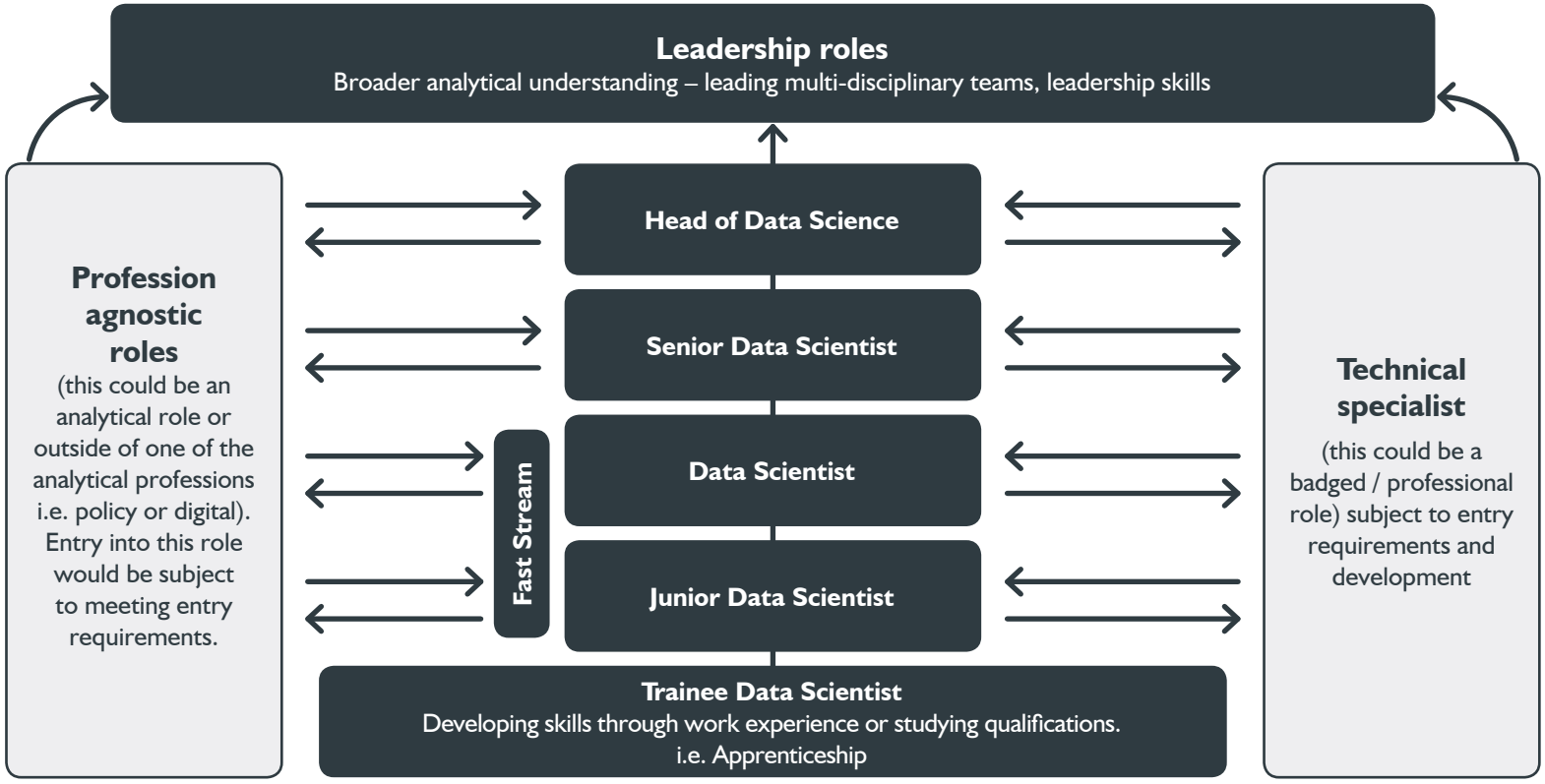
Entry and Exit Points:



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Performance Analyst

Role Summary

Performance Analysts lead on a range of issues relating to management information and performance data, often within a performance or multi-disciplinary team, working to analyse data and produce written reports for stakeholders. Performance Analysts hold strong data analysis skills and may be members of the Government Operational Research or Government Statistical Service.

This role reflects the role of a Performance Analyst from an analytical perspective. The Digital, Data and Technology capability framework reflects skills for performance analysts in a digital team.

Typical role responsibilities

- Producing regular performance reports and dashboards for a range of stakeholders including routine reporting against key performance indicators, and 'deep dive' analyses of particular issues.
- Carrying out thoughtful, challenging and constructive analysis of performance data to develop and test hypotheses relating to the efficient and effective operation of systems and processes.
- Helping develop robust performance frameworks to support the understanding of performance and help drive performance improvement.
- Continuously improving processes and systems to ensure a high level of quality, accuracy and efficiency in the production of outputs referring to Analysis Function Standards for example the Aqua Book.

Role profiles & career paths

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Analytical Deputy Director/Director

Performance Analyst – *key skills*

Skill	Description	Indicative Grades ▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂ Performance Analyst	Senior Performance Analyst	Lead Performance Analyst
Analysis	Uses analytical skills to present well-founded results and recommendations to support decision making.	Practitioner	Expert	Practitioner
Statistical software tools and techniques	Utilising coding and programming skills for data and analytics.	Practitioner	Expert	Practitioner
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Practitioner	Expert	Expert
Communicate insight	Communicate in ways that non-experts can understand analysis. Can use Management Information to creative a narrative.	Working	Practitioner	Expert
Performance measurement	Provides the intelligence to support the formulation of both short-term and long-term strategic plans. Is able to identify and analyse options, and assess their feasibility and operational impact. Ensures that business solutions are aligned with strategy, business goals and end user needs.	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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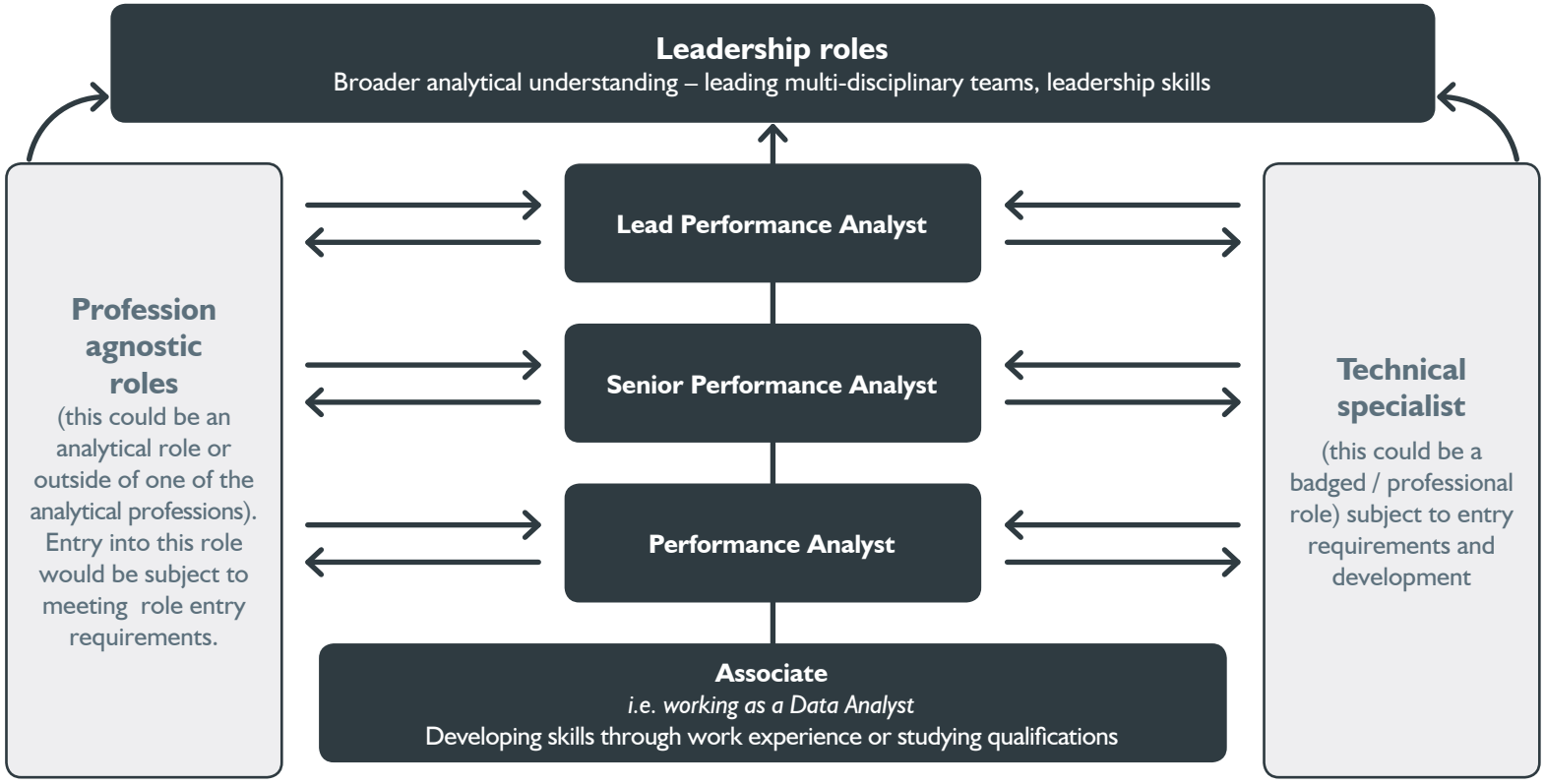
Performance Analyst – *sample career path*

This career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions. This career path also aligns to the Digital Data and Technology – Performance Analyst role profile and skill levels.

Entry and Exit Points:



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Strategy Policy Analyst

Role Summary

Strategy Policy Analysts use available data and analysis to assess likely scenarios from policy implementation, addressing complex policy issues using strategic and analytical skills.

Informed by quantitative and qualitative analysis, political awareness, social and economic considerations, Strategy Policy Analysts help to develop clear-sighted, original, politically well-judged policies. Strategy Policy Analysts hold a mix of analytical skills drawing on a broad range of techniques, approaches and experiences to build a coherent and powerful evidence base that will inform strategy.

Typical role responsibilities

- Collect, analyse, interpret and present evidence to form sound policy proposals and approaches.
- Undertaking or commissioning research, stakeholder engagement, strategy development and translating messages into effective communications.
- Analysing information, identifying key drivers, applying wider policy and strategic context to the interpretation and presentation of data.
- Undertaking high quality research involving the development of the evidence base and analysis to support policy creation and progression.
- Using a range of evidence and research to develop policy options, engaging with analytical and policy specialists where necessary and ensuring that policies are aligned to outcomes.
- Working on agreed policy development initiatives, including stakeholder engagement, communication, analysis, reporting and evaluation in line with Analysis Function Standards.
- Working across teams to deliver the best available evidence and understanding of operational implications when developing and reviewing policy.

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Analytical Deputy Director/Director

Strategy Policy Analyst – *key skills*

Skill	Description	Indicative Grades: Level 1 AO – Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6			
		Associate	Strategy Policy Analyst	Senior Strategy Policy Analyst	Principal Strategy Policy Analyst
Research Methods	Knowledge of quantitative and qualitative research methods and their application to the production and presentation of evidence to support policy formulation.	Awareness	Practitioner	Expert	Expert
Analytical Skills	Uses technical and analytical expertise to advise on how best to prioritise and gather the evidence-base. Uses sound judgement and critical thinking to analyse and tackle complex issues, developing options, identifying risks and benefits to reach an overall recommendation.	Awareness	Practitioner	Expert	Expert
Communicating Insight	Excellent communication and interpersonal skills, with the ability to communicate complex analysis clearly and confidently both verbally and in writing to non-specialists and contribute effectively to discussions with ministers, senior officials and external stakeholders highlighting key policy implications.	Awareness	Practitioner	Expert	Expert
Project management	A proven ability to manage the delivery of complex projects, delivering quality outcomes to deadline and identifying risks.	Awareness	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

- Data Analyst
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- Analytical Deputy Director/Director

Strategy Policy Analyst – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example Policy.

Entry and Exit Points:

Role profiles & career paths

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Social and Population Analyst

Role Summary

Specialist in using primary and secondary source data to understand the narrative or answer questions on aspect of society (more focused on briefings for lots of audiences). Uses analysis to shine a light on aspects of society.

Social and Population Analysts should hold quantitative and qualitative analytical skills and experience of working in an analytical role. They may have worked as Research Officers or be members of the Government Social Research (GSR) profession. Often working in multi-disciplinary teams.

Typical role responsibilities

- Using analysis to inform outcomes and priorities; by conducting and supporting the development of analysis of data from diverse sources and interpreting outputs for a range of different stakeholders.
- Working on a variety of research projects and utilising a range of research methodologies.
- Commissioning, designing and managing analysis.
- Identifying suitable data sources.
- Creating analytical frameworks.
- Interpreting and communicating results.

Role profiles & career paths

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Social and Population Analyst – *key skills*

		Indicative Grades			
		▸Level 1 AO – Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂			
Skill	**Description**	**Associate**	**Social and Population Analyst**	**Senior Social and Population Analyst**	**Principal Social and Population Analyst**
Research Methods	Knowledge of quantitative and qualitative research methods and their application in research projects.	Awareness	Practitioner	Expert	Expert
Analysis and interpretation	Social and population, quantitative and qualitative analytical skills including knowledge of specialist techniques, such as standardisation and statistical process control, and range of data sources.	Awareness	Practitioner	Expert	Expert
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Awareness	Practitioner	Expert	Expert
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Awareness	Practitioner	Expert	Expert
Identifying research needs, designing and specifying research (in line with GSR Framework)	Makes use of different sources of information and conducts analysis of key data sets, interprets the key findings from this. Uses computer software in the analysis and presentation of information knowledge of relevant data analysis packages. Accurately interprets data and research papers.	Awareness	Practitioner	Expert	Expert
Managing and commissioning social research (in line with GSR Framework	Has knowledge of quality assurance methodologies required for analytical work and understands the context and relevance of quality assurance products, such as the Aqua Book.	Awareness	Practitioner	Expert	Expert

Skill Level definitions

Recommended Behaviours

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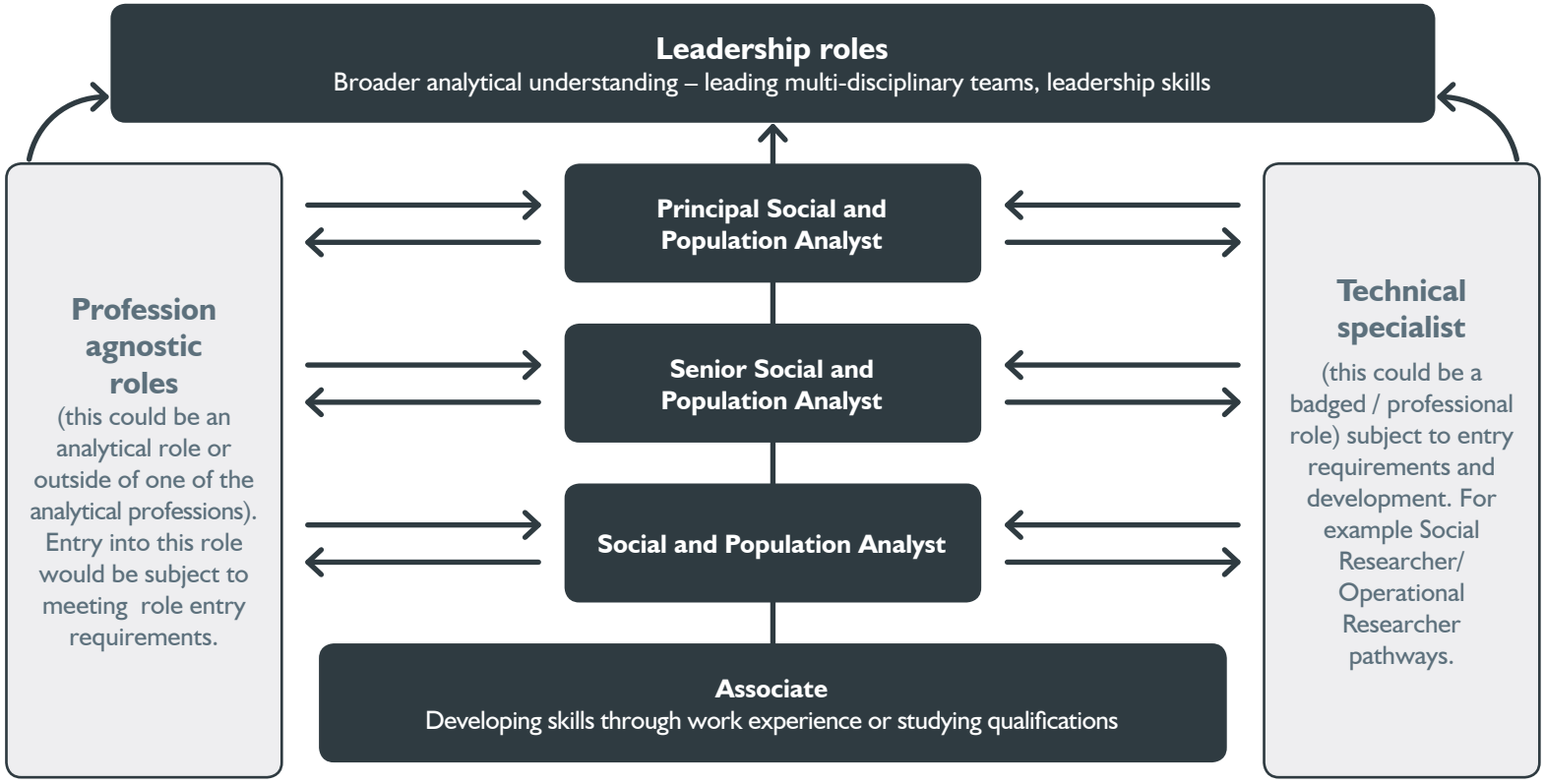
Social and Population Analyst – *sample career path*

This career path aligns to the Government Social Research pathway and outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example Policy.

Entry and Exit Points:



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Social Researcher

Role Summary

Government Social Researchers use the methods of social scientific enquiry – surveys, controlled trials, qualitative research, case studies and analysis of administrative and statistical data – to measure, describe, explain and predict social and economic phenomena to policy makers. Researchers provide government with objective, reliable, relevant and timely social research; support the development, implementation, review and evaluation of policy and delivery; ensure policy debate is informed by the best research evidence and thinking from the social science; provide in-depth data and objective analysis on what people and organisations think, how they behave and why they may not be responding to initiatives as planned; and ensure government and frontline decisions have an understanding of the people and organisations affected by that decision and the wider social consequences.

For further information on GSR roles and skills refer to the GSR Competency Framework.

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Social Researcher

Typical role responsibilities

Research Officer

- Has good knowledge of research methodology, method, and the latest techniques, (at e.g. degree level 2:1 or 1st) and ability to apply these in small scale research projects.
- Is able to design small scale and less complex research projects, defining research questions and writing draft specifications.
- Is able to summarise and interpret information accurately, making use of different sources and to conduct basic analyses of key data sets utilising a working knowledge of relevant data analysis packages.
- Has good working knowledge of departmental procurement procedures, quality assurance processes, legal and ethical issues and principles relating to social research. Uses ability to critically assess and evaluate information and evidence, to support team members in managing more complex external research projects (judging merits of research tenders, assessing research findings, evaluating new ideas or methodologies.
- Persuades others to support the research process and works to increase awareness of cross cutting research possibilities.
- Uses understanding of policy context to deliver appropriate and timely analysis and clear reporting of research results, tailored to customer needs.

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Social Researcher

Senior Research Officer

- Demonstrates a thorough knowledge of research methodology, method, and the latest techniques, including main quantitative, qualitative and evaluation methods (at e.g. post graduate level) with at least two years of applied experience. Is up to date with methodological developments.
- Holds a track record of designing medium scale or more complex projects, applying best practice guidance, identifying new areas for work, translating policy requirements into robust specifications that will meet customer needs
- Is able to accurately evaluate competing data sources and identify salient points and trends to draw sound, logical inferences
- Has experience of managing research projects of significant scale, working with other analysts and ensuring relevant legal, ethical, procurement, and quality assurance practice followed, ensuring quality of results and methodological rigour.
- Communicates analysis of complex information clearly, helping others make good use of social research evidence, even where this is not perfect.
- Stimulates interest in social research and contributes effectively to internal and external research projects.
- Understands policy context and timescales, explaining different angles critically and analytically, works with other analysts to best meet customer needs.

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Social Researcher

Principal Research Officer

- Holds an established track record (at least four years) in designing, carrying out and managing social research, and providing research based advice and briefings.
- Applies understanding of customer needs and ability to see bigger picture to identify research needs and evidence gaps and to deliver effective research designs to meet these needs.
- Evaluates and integrates research information from a variety of sources, coming to logical conclusions and communicating this effectively to senior non-specialists, assisting them to take on key findings and implications.
- Has strong research commissioning and management experience and ability to develop research coordination strategy, understanding contribution of other analytical professions.
- Is able to communicate understanding of policy realities while clearly and accurately presenting social research evidence, ensuring appropriate social research input to policy decisions.
- Works in partnership with other analysts within and outside government, and across departments to achieve high quality, robust and relevant input.
- Is an advocate for social research, educates others about social research, and so shapes customer expectations and needs.
- Keeps abreast of new methodological developments, how they might be used within departments and in different policy contexts.

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Social Researcher

Senior Principal Research Officer

- Applies knowledge to high profile and complex projects, providing a supervisory / sounding board for team leaders where appropriate.
- Improves identification of research need and ability of research work to meet this through effective challenge and promotion of innovative methods and techniques.
- Actively explores different perspectives when evaluating data; consults widely to inform this process.
- Makes use of an established track record in research formulation at the overall programme level.
- Makes timely and objective decisions, based on best available evidence and sound analysis and helps others to draw sound inferences from information.
- Encourages staff to consider new and innovative methods in social research and evaluation.
- Advocates use of social research at the strategic level, developing research strategies, actively exploring and identifying shared interests.
- Ensures programmes of work are closely aligned with customers' strategic objectives.

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Social Researcher

Chief Research Officer ensures high standards for social research, keeping abreast of methodological developments and identifying value to department and across Whitehall.

- Anticipates future needs based on understanding of evidence base.
- Gives advice based on critical evaluation of wide range of research.
- Engagingly and accurately communicates relevant findings from complex research programmes to senior people and influential audiences, to give politically aware advice that informs policy and practice.
- Sets a learning culture for all staff, instilling professional integrity and high professional standards in line with the GSR code, encouraging breadth and depth in research skills including innovative methodologies and techniques and good understanding of other analytical disciplines.
- Demonstrates excellent cross functional awareness, making use of different analytical disciplines to deliver robust solutions, collaborating with senior analysts and policy colleagues to develop a coherent and integrated research vision that reflects the contribution of each analytical discipline and meets customer needs.
- Champions excellence in social research practices and application, creates intelligent customers and builds customer base, builds and maintains influential relationships with the 'top of the office' and key stakeholders outside government, presenting a compelling case for the value of social research.
- Uses understanding of evidence base, policy area and customers' priorities to influence research priorities. Ensures policy and political implications of research are understood and managed, develops policy / delivery action plans in partnership with customers and ensures research capability and evidence base is relevant to short term and strategic priorities of key customers.

Role profiles & career paths

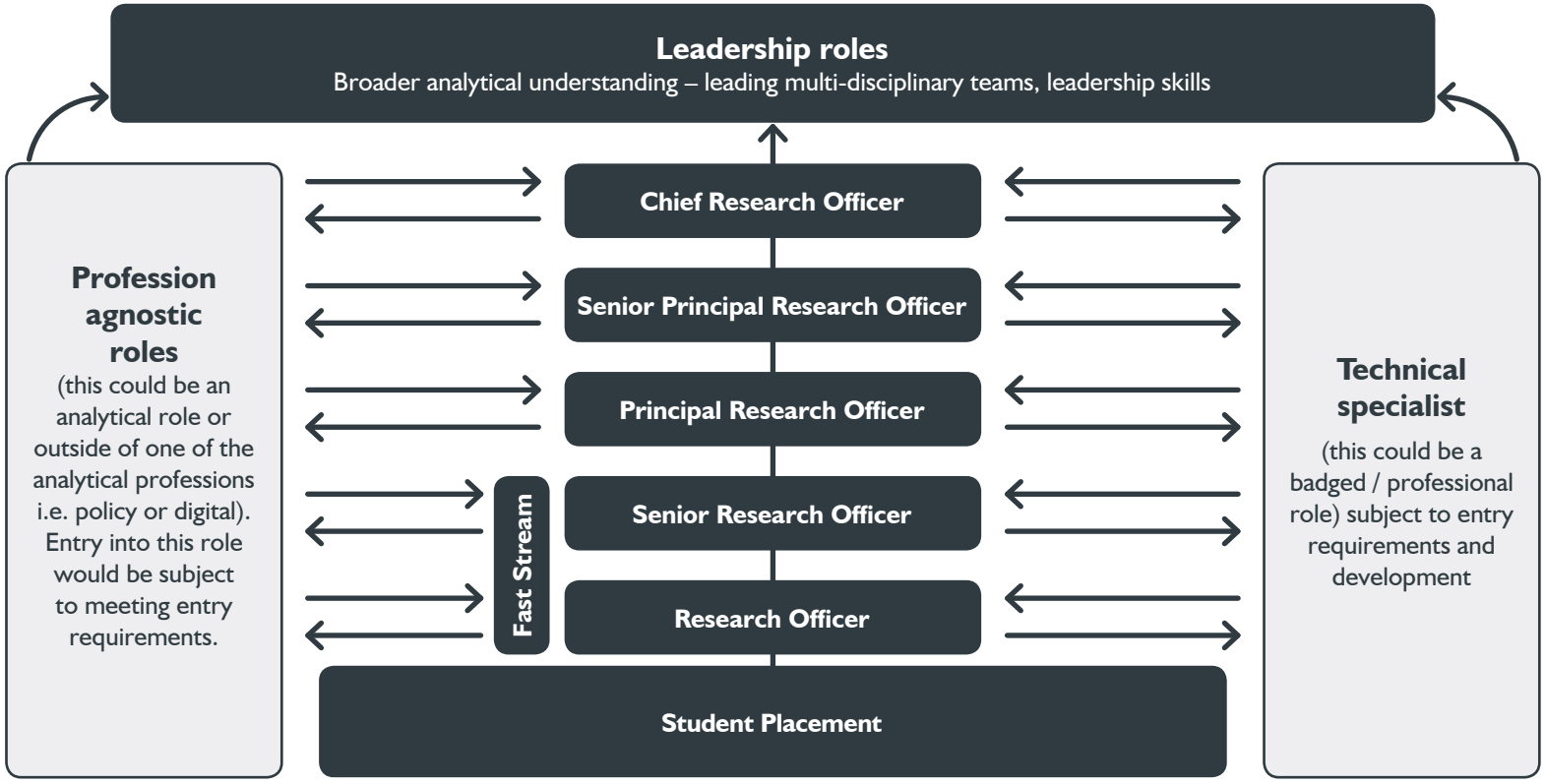
Data Analyst
Data Collator
Data Scientist
Performance Analyst
Strategy Policy Analyst
Social and Population Analyst
Social Researcher
User Researcher
Monitoring and Evaluation Analyst
Operational Researcher
Economist
Microeconomic Analyst
Macroeconomic Analyst
Econometric Modeller
Methodologist
Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Social Researcher – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions.

For further information on GSR roles and skills refer to the GSR Competency Framework.

Entry and Exit Points:



Role profiles & career paths

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Analytical Deputy Director/Director

User Researcher

Role Summary

Whilst the suggested role profile for a User Researcher aligns to the DDaT Capability Framework this profile details further analytical skill requirements.

User researchers scope, design and carry out research activities with users that help teams get a deep understanding of the people that use a service. A user researcher is embedded in a multi-disciplinary team and responsible for planning and carrying out user research activities. They can work independently, on a variety of projects that require analytical thinking and hands-on coding or programming skills to generate insights on users of services.

Typical role responsibilities

- Responsible for planning and conducting user research activities.
- Analysing the characteristics and behaviour of a wide variety of users, at scale and across a range of data systems, to influence the design of services.
- Using analytical thinking to identify opportunities for analysis and select the most appropriate techniques to support evidence-based decision making.

Role profiles & career paths

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Government Science and Engineering
Analytical Deputy Director/Director

User Researcher – *key skills*

Skill	Description	Associate	User Researcher	Senior User Researcher	Lead User Researcher
Analytical skills	Analytical/statistical thinking to identify opportunities for analysis and select the most appropriate techniques to support evidence-based decision making.	Awareness	Practitioner	Expert	Expert
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Awareness	Practitioner	Expert	Expert

Skill Level definitions

For further details refer to the DDaT role profiles for User Research skills, descriptions and level definitions:
DDaT Capability Framework

Role profiles & career paths

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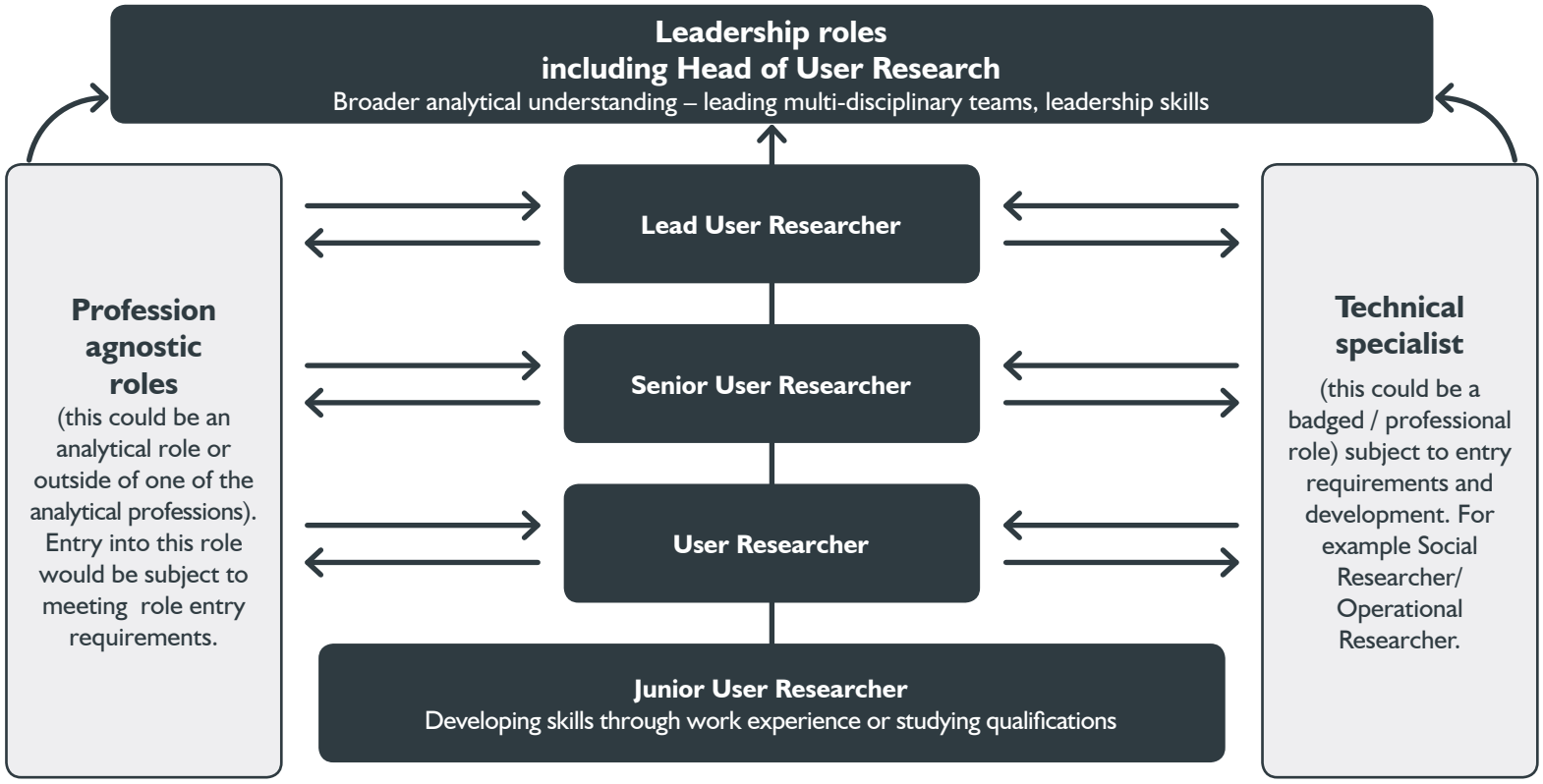
Government Science and Engineering
Analytical Deputy Director/Director

User Researcher – *sample career path*

This career path aligns to the DDaT Capability Framework and outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example Digital, Data and Technology (DDaT).

Entry and Exit Points:



Role profiles & career paths

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Monitoring and Evaluation Analyst

Role Summary

Often working in evaluation teams or as evaluation lead within wider multi-disciplinary divisions, Monitoring and Evaluation leads play a fundamental role in embedding and delivering monitoring and evaluation of varied polices or programmes.

Monitoring and Evaluation leads hold research skills and experience. For example, quantitative and qualitative research design, data collection, analysis, synthesis and reporting and could be working in an analytical role or a member of an analytical profession.

Typical role responsibilities

- Delivering high quality, innovative and impactful evaluation, increasing the understanding of how policies are working, the impact they are having and identifying what can be improved.
- Developing evaluation frameworks.
- Uses analytical skills to contribute to evaluation process, preparing data for analysis, such as testing for data accuracy.
- Providing technical guidance and support to improve the quality and standard of evaluations, as well as driving innovative methods and approaches in evaluations, and improving the use and influence of evaluations.
- Help stakeholders to translate evidence, monitoring and evaluation results into practice.
- Leading managing and delivering evaluations and performing quality assurance.
- Communicating and sharing monitoring and evaluation findings, knowledge and expertise.
- Adhering to Analysis Function standards (Aqua and Magenta books).

Role profiles & career paths

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Monitoring and Evaluation Analyst – *key skills*

		Indicative Grades		
		▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂		
Skill	**Description**	**Monitoring and Evaluation Analyst**	**Senior Monitoring and Evaluation Analyst**	**Head of Monitoring and Evaluation**
Data Collection	Apply a range of different data collection and analytical approaches and methods to design tailored monitoring and evaluation plans, reviews.	Practitioner	Expert	Expert
Analysis	Uses analytical skills to synthesise data and present well founded results and recommendations to support strategic decision making on evaluation or programme design. Testing data accuracy.	Practitioner	Expert	Expert
Monitoring and Evaluation	Understands the process of commissioning, designing and managing of evaluations. Has closely related analytical and research experience.	Practitioner	Expert	Expert
Communicate insight	Communicate complex technical monitoring, evaluation and research concepts in ways that non-experts can understand, synthesise findings, share learning from monitoring and evaluation to understand and apply findings.	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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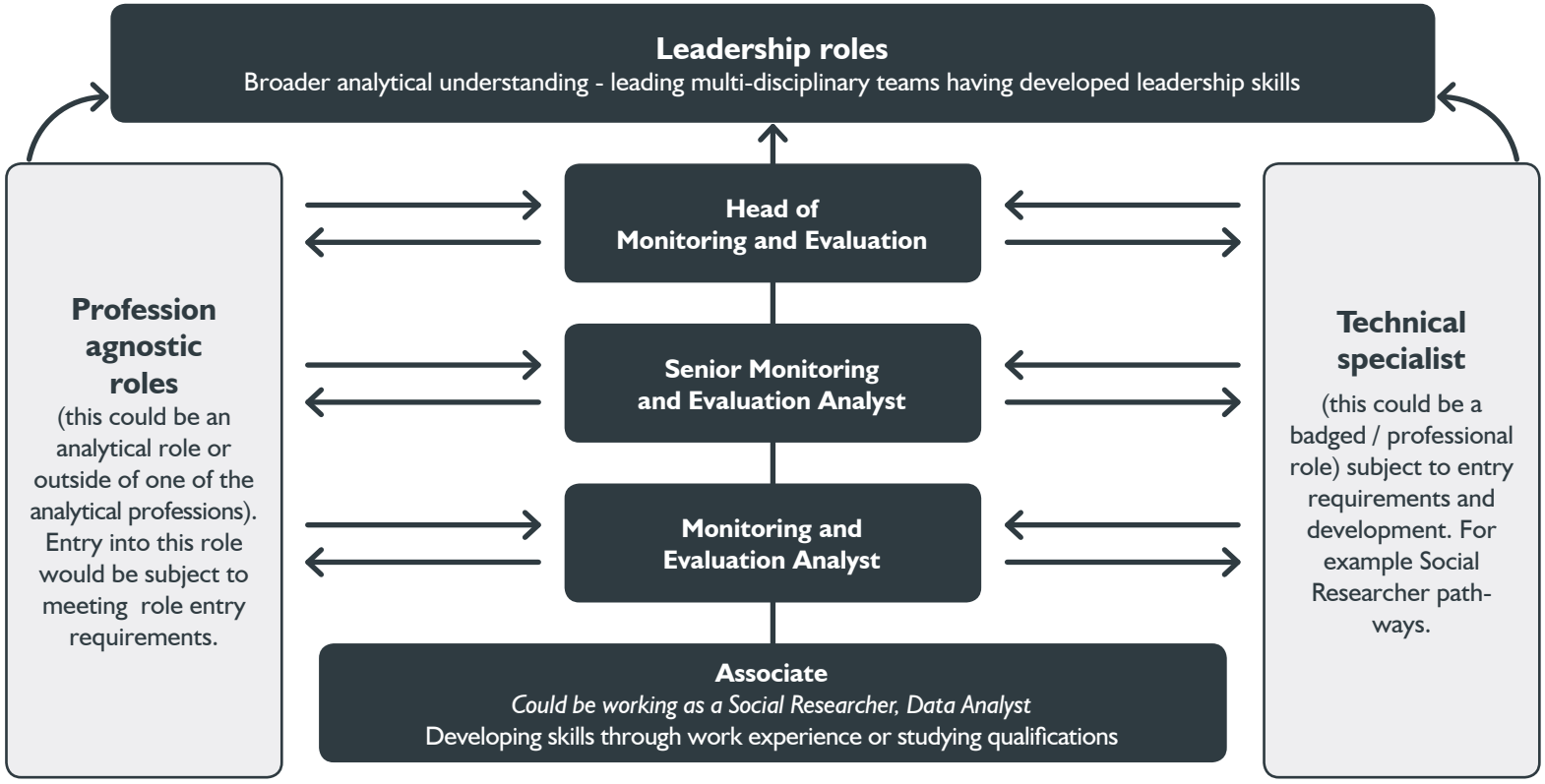
Analytical Deputy Director/Director

Monitoring and Evaluation Analyst – *sample career path*

This career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example Government Social Research and Policy.

Entry and Exit Points:



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Operational Researcher

Role Summary

Operational Research provides a clear understanding of problems and applies mathematical, scientific and facilitative methods to analyse a wide range of real-world issues. Analysts offer rigorous, objective and practical analytical support to decision makers. Operational research is about working with policy makers and managers to solve tomorrow's problems today. It calls for scientific methods of analysis and a systematic exploration of the quantifiable aspects of problems.

For further information on GORS roles and skills refer to the GORS Competency Framework.

Typical role responsibilities

OR Placement Student

- Develops knowledge and understanding of strengths and limitations of OR techniques applied in team's area. Develops experience in the practical application of techniques to own work area.
- Recognises the importance of data quality, identifying and raising issues relevant to work.
- Reports own analytical work in sufficient detail, meeting customer needs, effectively presenting results in both written and oral form.
- Seeks opportunities to learn from colleagues.

GORS Level 1

- Works with direction from a senior grade on what analysis to do and how best to do it.
- Develops a growing knowledge and understanding of a range of hard and soft OR techniques and problem-solving approaches and be able to apply the correct approach to the problem at hand.
- Communicates key messages from analytical work in clear and concise lay terms for a variety of audiences.
- Provides quality and product assurance for others, escalate risks if quality and product assurance is compromised.
- Provides guidance to junior staff on how to get the most out of their training and professional development.

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Operational Researcher

GORS Level 2

- Can manage and deliver projects with minimal supervision.
- Be able to challenge leadership on the right analysis to conduct within the time constraints.
- Helps break down complex problems into a clear structure and formulates specific questions that can be tackled through analysis of available data and modelling.
- Describes how they have explained the limitations or uncertainties in their analysis and what this means for the business or policy area.

GORS level 3

- Be proficient in managing a project from end to end, facilitating stakeholder agreement and providing analytically sound quality assured work.
- Has extensive knowledge and depth of understanding of a number of OR techniques and demonstrates a breadth of knowledge, across a range of hard and soft analytical techniques.
- Fully knowledgeable about strengths and limitations of analysis and underlying data and can describe how they have explored uncertainty in a piece of analysis and how they explained the implications to the client.
- Promotes professionalism and exemplifies best practice in the performing and communication of analytical work.
- Ensures that projects are managed well, and fully documented.

Grade 6 &7

- Manages a team of analysts, providing direction and clarity on analytical projects
- Instils professionalism and integrity in all aspects of analytical work, delivers GORS best practice ensuring that work is appropriately quality assured.
- Convinces senior officials on the implications of analytical evidence in a wide context.
- Supports GORS recruitment, induction of high quality OR professionals in the GORS community. Supports progressive professional development, including time to explore the newest techniques and technologies.

Role profiles & career paths

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Operational Researcher

Grade 5

- Champions and sets direction for major proposals for analytical work programmes involving OR contributions, ensuring the contribution made by OR supports the aims and objectives of the Department.
- Reviews findings and recommendations of analytical work with senior officials and able to convince Ministers and senior officials on policy and programme implications of analytical evidence.
- Leads on the OR capability within the Department through setting the overall direction, identifying future needs, and embracing future advancements seen in OR outside government and in other Government Departments. Works to facilitate, promote, and maintain GORS professional activities, ensuring OR is recognised within the Department as most current standard of analysis.

Role profiles & career paths

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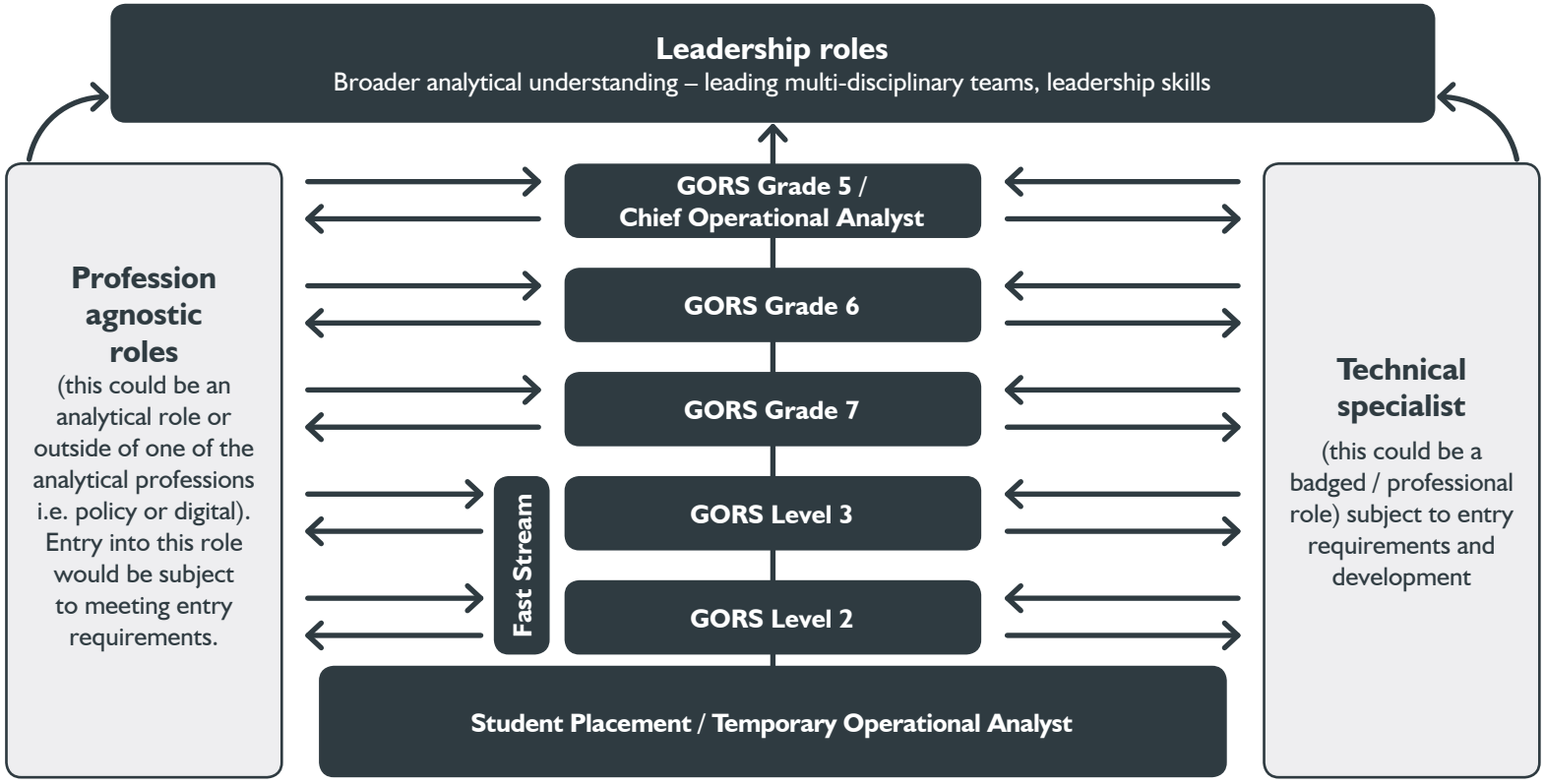
Operational Researcher – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions.

For further information on GORS roles and skills refer to the GORS Competency Framework.

Entry and Exit Points:



Role profiles & career paths

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Economist

Role Summary

Economic Advisers lead on analytical projects and deliver impact by influencing policy decisions using in-depth economic theory and analysis.

For further information on GES roles and skills refer to the GES Competency Framework.

Typical role responsibilities

Placement students are sandwich course students who take an academic year away from university to work in the role of a government economist for 12 months. The aim of a placement student is to take on a job role that is at a comparable level to Assistant Economists.

- Will learn to apply economic concepts and tools/methodologies to a range of practical, real world problems.
- Different roles require different skills and provide opportunities for the development of a range of new skills, both technical and softer: may be involved in policy analysis, preparing impact assessments (for policy/legislative changes), helping to prepare briefing notes and submissions to ministers, or preparing forecasts to feed into fiscal events, such as the Autumn Statement or Budget. Every role is dynamic and evolves throughout the year due to changes in the political climate, and how the placement student develops as an economist.
- Are given wide development opportunities varying from communication with important stakeholders, to leadership skills, to statistical software training.

Role profiles & career paths

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Analytical Deputy Director/Director

Economist

Assistant economists will learn to apply economic concepts and tools/methodologies to a range of practical, real world problems.

- Different roles require different skills and provide opportunities for the development of new skills: you may be involved in economic appraisal for investments, preparing impact assessments (for policy/ legislative changes), help prepare briefing notes and submissions to ministers, or work on a range of projects.
- Build skills in effectively communicating analysis to a range of customers/stakeholders, including non-analysts. This involves conveying technical concepts into 'layman' terms.

Economic Advisers

- In addition to effectively communicating economic concepts to non-economists, Economic Advisers engage with all relevant stakeholders to ensure evidence-based decision-making is at the heart of the policy design.
- Economic Advisers are responsible for delivering results; managing team performance, placing a high importance on quality and prioritising work streams as required.
- Economic Adviser roles can vary in their technical skill requirements, extent of application of core economic theory and people management responsibilities.

Role profiles & career paths

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Economist

Senior Economic Advisors often lead larger teams of economists or multidisciplinary teams working on a portfolio of related analytical projects and deliver impact by using both in-depth economic theory as well as the insights gained from other analytical professions.

- Engage with, and frequently manage analysts from other professional disciplines and take a leading role in engaging with relevant stakeholders to ensure evidence-based decision-making is at the heart of policy design.
- Deliver results through G7-led teams by seeing the connections and the bigger picture. While they may do less analysis themselves, they are more likely to be involved in wider decisions about prioritising work streams and staff resources.

An SCS grade **Chief Economist** has a greater amount of leadership and management responsibilities compared to the previous grade. A key difference is the level of engagement required with ministers, the executive team and the permanent secretary. As a result, there is less focus on using economics, and more focus on how economists can work effectively with other professions, and how to make the best use of economics.

- The role itself involves leading by setting the strategic direction for analytical teams and aligning work to departmental and ministerial priorities.
- Compared to the previous grade, there is greater impetus on making the case for economics in the policy-making process, having a broader understanding of economics as well as experience to best advise on how to tackle problems. The role also involves more quality assurance, which utilises accrued experience.

Role profiles & career paths

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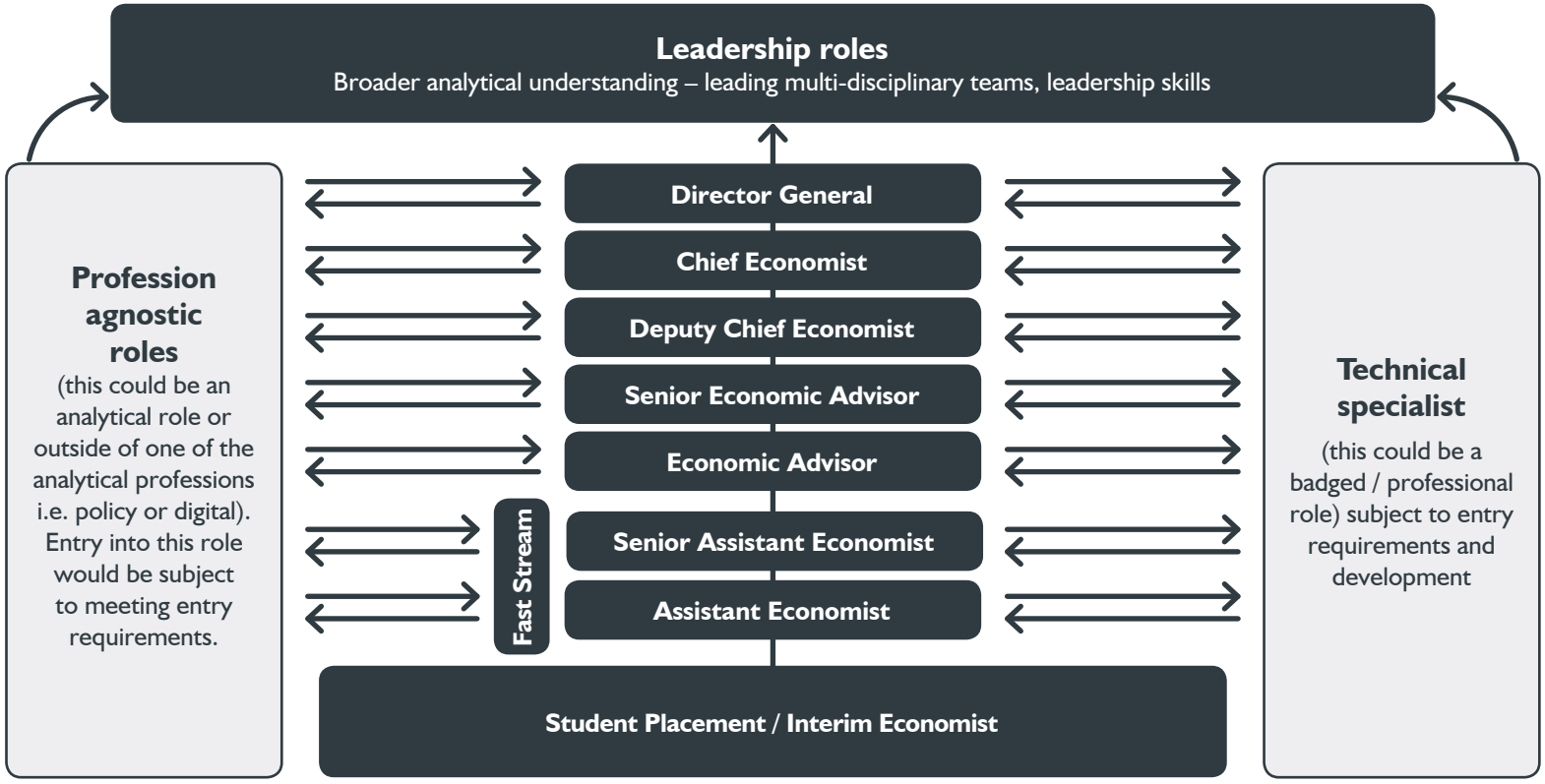
Economist – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions.

For further information on GES roles and skills refer to the GES Competency Framework.

Entry and Exit Points:



Role profiles & career paths

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Microeconomic Analyst

Role Summary

Microeconomic Analysts are economists specialising in analysing the behaviour of individuals and/or firms.

Typically working alongside Economists or as a member of a multi-disciplinary team Microeconomic Analysts are technical specialists with extensive experience, relevant qualification in economics or analytical professional membership.

Typical role responsibilities

- Applying microeconomic principles and analysis to answer policy questions.
- Designing, creating, testing and refining econometric or statistical models using appropriate software packages to support decision making.
- Utilising quantitative research skills including knowledge of statistical techniques used in applied economics.
- Analysing data using appropriate software packages.
- Producing and communicating analysis.

Role profiles & career paths

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Microeconomic Analyst – *key skills*

		Indicative Grades		
		▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂		
Skill	**Description**	**Microeconomic Analyst**	**Senior Microeconomic Analyst**	**Head of Microeconomic Analysis**
Economics	A strong understanding of microeconomic theory.	Practitioner	Expert	Expert
Mathematical modelling	A strong understanding of mathematical / statistical modelling approaches.	Practitioner	Expert	Working
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Practitioner	Working	Expert
The ability to produce clear graphical representations and data visualis-ations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Practitioner	Expert	Expert
Use of modelling tools and tech-niques	Ability to run models in software packages.	Practitioner	Expert	Working
Analysis	Uses analytical skills and analytical software to present well-founded results and recommendations to support decision making.	Practitioner	Working	Expert

Skill Level definitions

Recommended Behaviours

Technical Skills – Aligning to GES Competency Framework

Role profiles & career paths

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Microeconomic Analyst – *sample career path*

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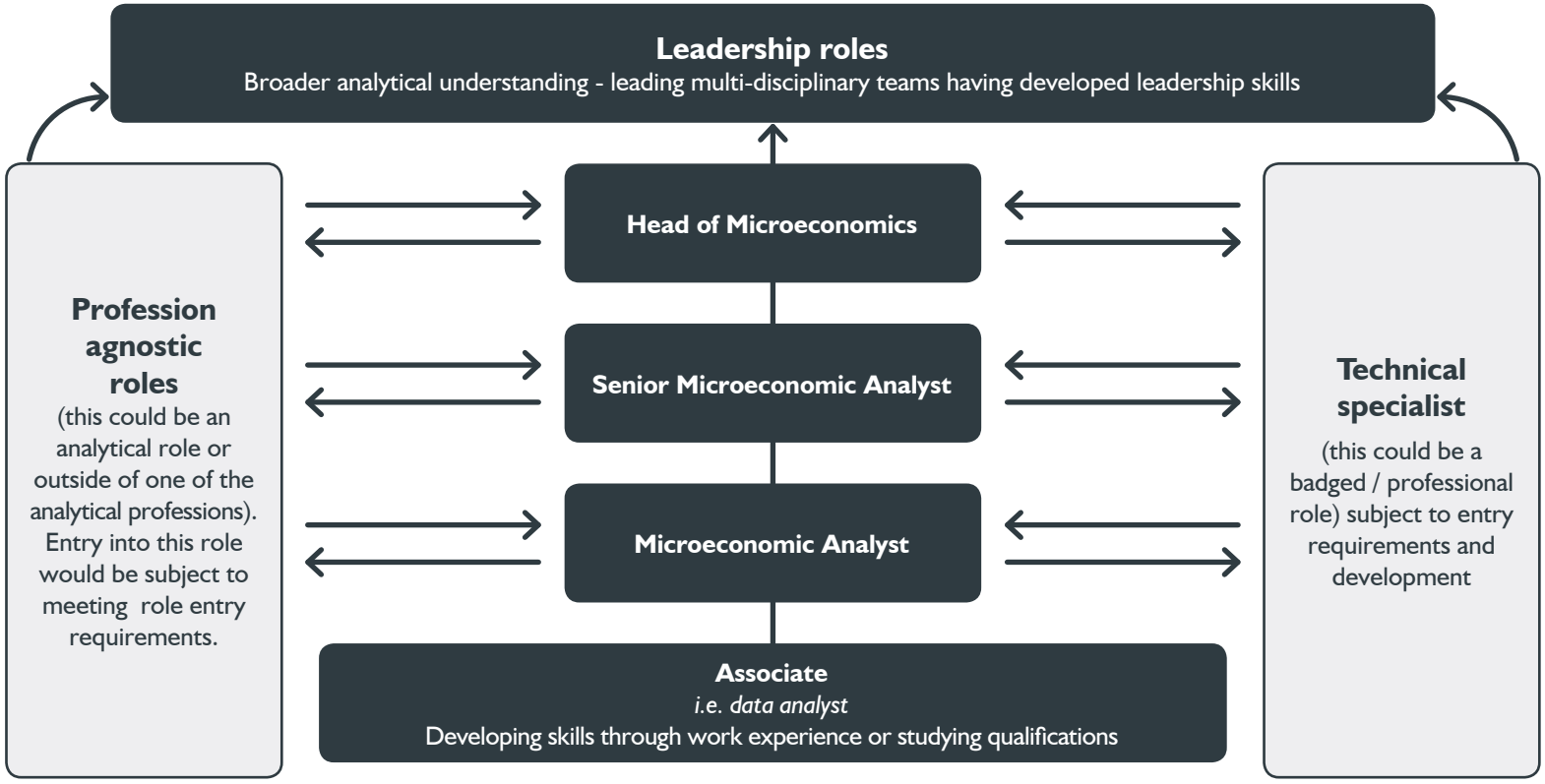
Entry and Exit Points:



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Macroeconomic Analyst

Role Summary

Macroeconomic Analysts are economists specialising in the behaviour and performance of the aggregate economy. This can be at the national level, the international level, or a mixture of both.

Typically working alongside Economists or as a member of a multi-disciplinary team Macroeconomic Analysts are technical specialists with extensive experience, relevant qualification in economics or analytical professional membership.

Typical role responsibilities

- Applying macroeconomic principles to lead the production of forecasts and associated analysis, related to the performance of the aggregated economy.
- Designing, creating, testing and refining econometric or statistical models to support decision making.
- Analysing data using appropriate software packages.
- Producing and communicating analysis.

Role profiles & career paths

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Macroeconomic Analyst – *key skills*

		Indicative Grades		
		▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂		
Skill	**Description**	**Macroeconomic Analyst**	**Senior Macroeconomic Analyst**	**Head of Macroeconomic Analysis**
Economics	A strong understanding of macroeconomic theory.	Practitioner	Expert	Expert
Mathematical modelling approaches	A strong understanding of mathematical / statistical modelling approaches.	Practitioner	Expert	Working
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Practitioner	Expert	Working
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Practitioner	Expert	Working
Use of modelling tools and techniques	Ability to run models in software packages.	Practitioner	Expert	Working
Analysis	Uses analytical skills and analytical software to present well-founded results and recommendations to support decision making.	Practitioner	Expert	Working

Skill Level definitions

Recommended Behaviours

Technical Skills – Aligning to GES Competency Framework

Role profiles & career paths

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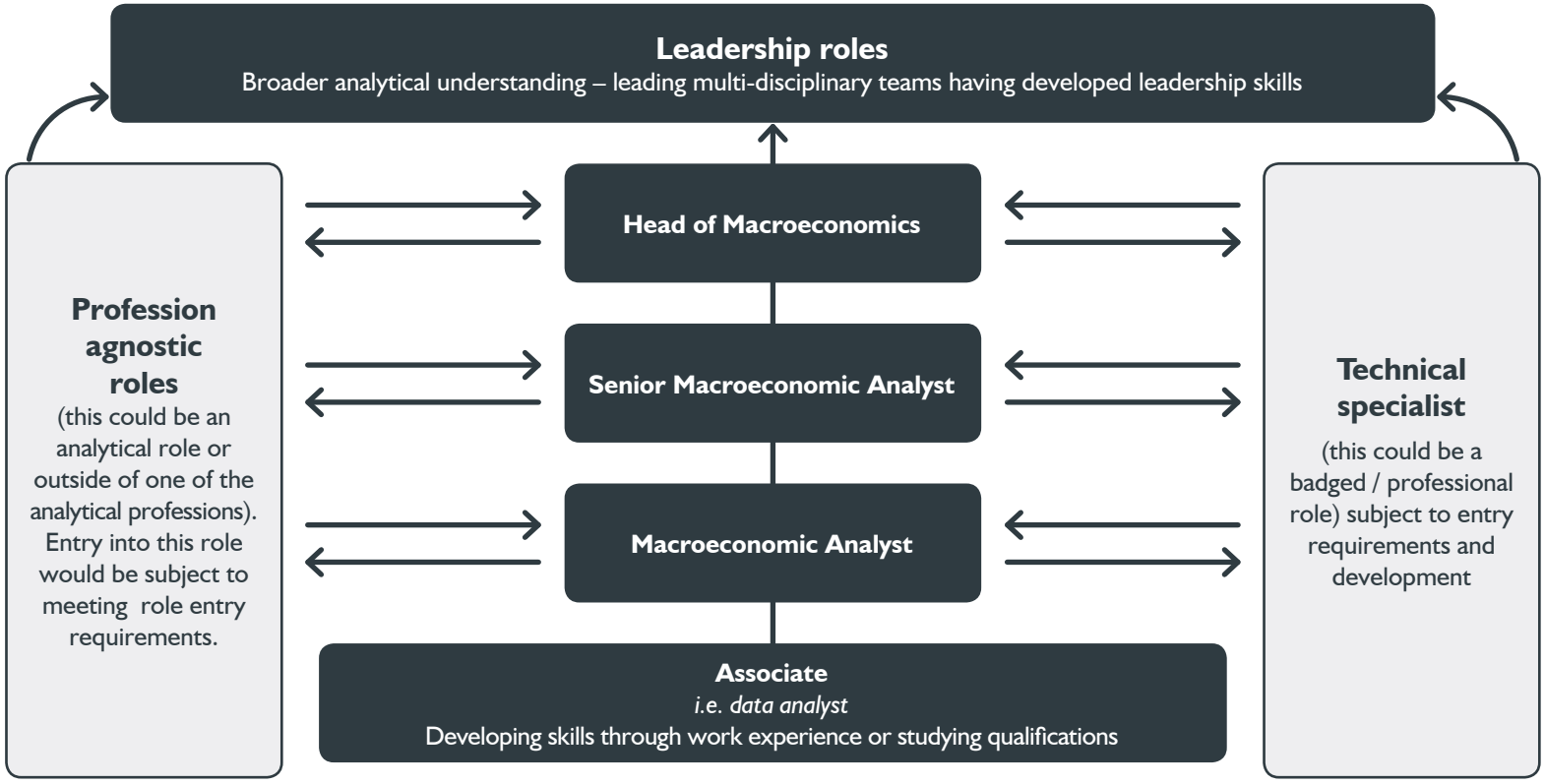
Operational Researcher
Economist
Microeconomic Analyst
Macroeconomic Analyst
Econometric Modeller
Methodologist
Statistician
Survey Manager
Statistics Production Analyst
Mathematical Modeller
Actuary
Geographic Analyst
Geographic Advisor
Geospatial Information Specialist
Government Science and Engineering
Analytical Deputy Director/Director

Macroeconomic Analyst – *sample career path*

This career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions.

Entry and Exit Points:



Role profiles & career paths

Data Analyst
Data Collator
Data Scientist
Performance Analyst
Strategy Policy Analyst
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Analytical Deputy Director/Director

Econometric Modeller

Role Summary

Econometric Modellers work either in teams of economists or wider, multi-disciplinary teams running models for example CGE (Computable General Equilibrium) or partial equilibrium for scenario analysis in software packages.

Typically working alongside Economists or as a member of a multi-disciplinary team Econometric Modellers are technical specialists with extensive experience, relevant qualification in economics or analytical professional membership.

Typical role responsibilities

- Developing and maintaining econometric models.
- Designing, creating, testing and refining econometric or statistical models using appropriate software packages.
- Analysing data using appropriate software packages.
- Producing and communicating analysis.

Role profiles & career paths

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Econometric Modeller – *key skills*

Skill	Description	Indicative Grades ▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6◂		
		Econometric Modeller	Senior Econometric Modeller	Head of Econometric Modelling
Economics	A strong understanding of economic theory.	Awareness	Practitioner	Practitioner
Mathematical modelling	A strong understanding of mathematical / statistical modelling approaches.	Awareness	Practitioner	Expert
Communicate insight	Excellent communication and interpersonal skills, with the ability to communicate complex analysis clearly and confidently both verbally and in visually to specialists and non-specialists.	Awareness	Practitioner	Expert
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Awareness	Working	Practitioner
Use of modelling tools and techniques	Ability to run models in software packages.	Awareness	Working	Expert
Analysis	Uses analytical skills and analytical software to present well-founded results and recommendations to support decision making.	Awareness	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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Econometric Modeller – *sample career path*

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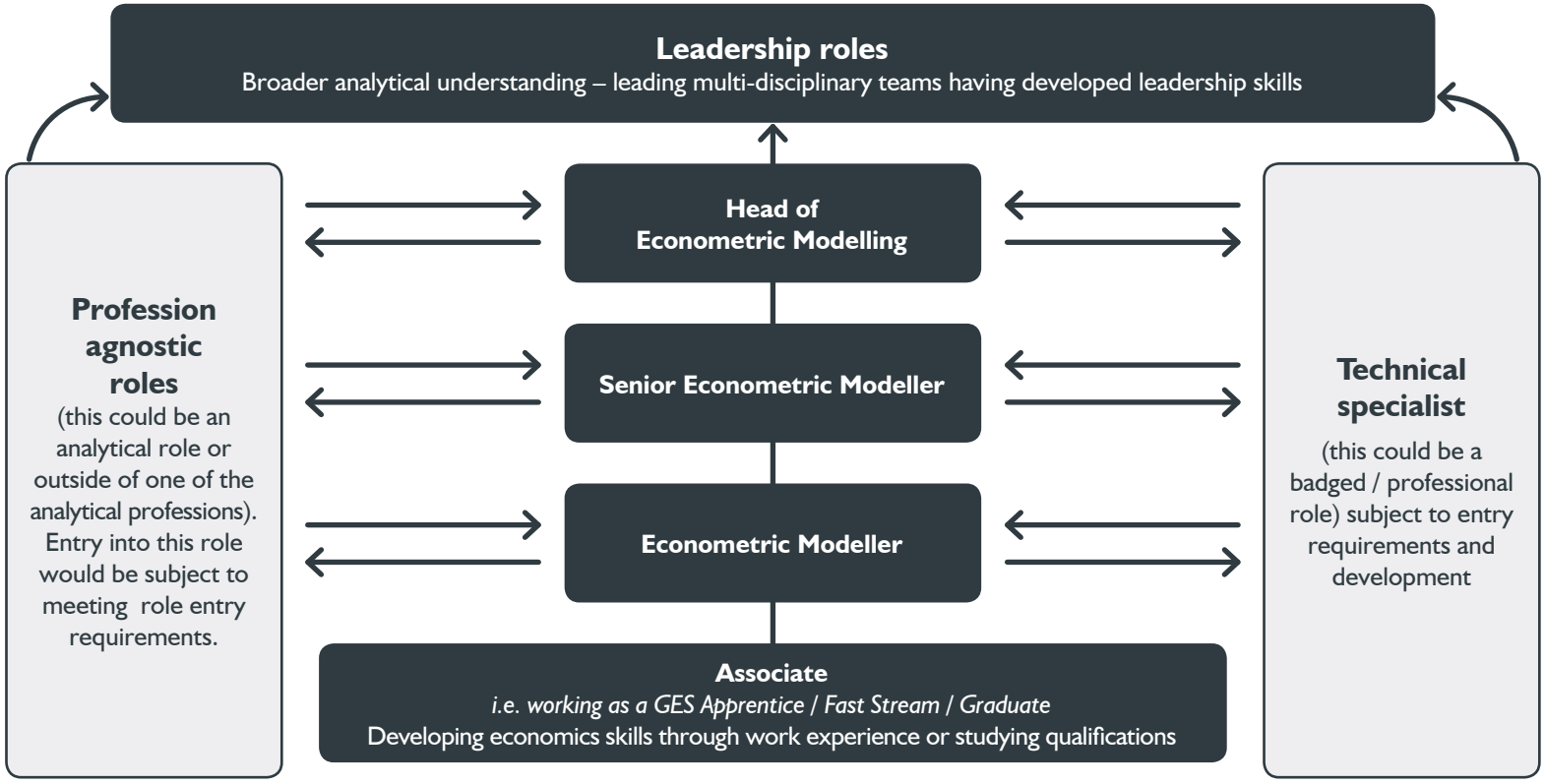

Role profiles & career paths

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Methodologist

Role Summary

Methodologists are methods experts in areas such as time series, sample design, modelling, analysis, quality, statistical computing, harmonisation and questionnaire design. Methodologists design all steps in conducting a survey from population of interest, sample, mode for survey and contact and elements of data collection. Alongside questionnaire design and how results are weighted and analysed.

A technically specialist role, methodologists need strong statistical and data analysis skills and are usually members of the Government Statistical Service or Government Social Research profession.

Typical role responsibilities

- Working on a range of well-defined research projects, applying relevant social research or statistical skills, knowledge and judgement to conduct analysis, investigate options, and develop and improve data collection methods.
- Working closely with their customers to communicate findings, often including delivering presentations and writing reports.
- To be part of, and contribute to teams that specialise investigating and developing data collection tools and techniques, and work as part of other multi-disciplinary teams on specified projects.
- Organising and delivering a programme of different projects for a variety of stakeholders, working with them to determine their needs, and supporting them pro-actively and often at short-notice with ad hoc requests;
- Senior roles may include leadership of a team.
- Typically, methodologists hold a degree or significant relevant experience from a social research or statistical background and are members of the Government Statistical Service or Government Social Research profession.

Role profiles & career paths

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Methodologist – *key skills*

		Indicative Grades			
		▸Level 2 EO – Level 3 HEO – Level 3 SEO – Level 4 G7/6◂			
Skill	**Description**	**Associate**	**Methodologist**	**Senior**	**Principal**
Statistical Methods	Has a broad mathematical and statistical awareness, along with the ability to develop deep expertise in specialised areas of statistical methodology and its application.	Awareness	Practitioner	Expert	Expert
Research Methods	Holds expertise in social research, such as data collection methodology, with an aptitude for leading research-based methodological work.	Awareness	Practitioner	Expert	Expert
Analytical Skills	Uses these to investigate and understand complex methodological problems and processes, and to make sound and reasoned decisions in areas of expertise, anticipating likely outcomes and future, strategic needs. Advises on related matters, guiding others when evaluating the impact of methodological choices.	Awareness	Working	Practitioner	Expert
Software tools and techniques	An aptitude for statistical computing (programming), and the ability to learn new programming languages.	Awareness	Working	Practitioner	Expert
Communicate insight	Strong verbal and written communication skills. Presenting statistical results orally and in writing using a range of formats, and to different audiences.	Awareness	Working	Practitioner	Expert
Project management	Working with stakeholders to gather requirements acting as subject matter expert	Awareness	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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Methodologist – *sample career path*

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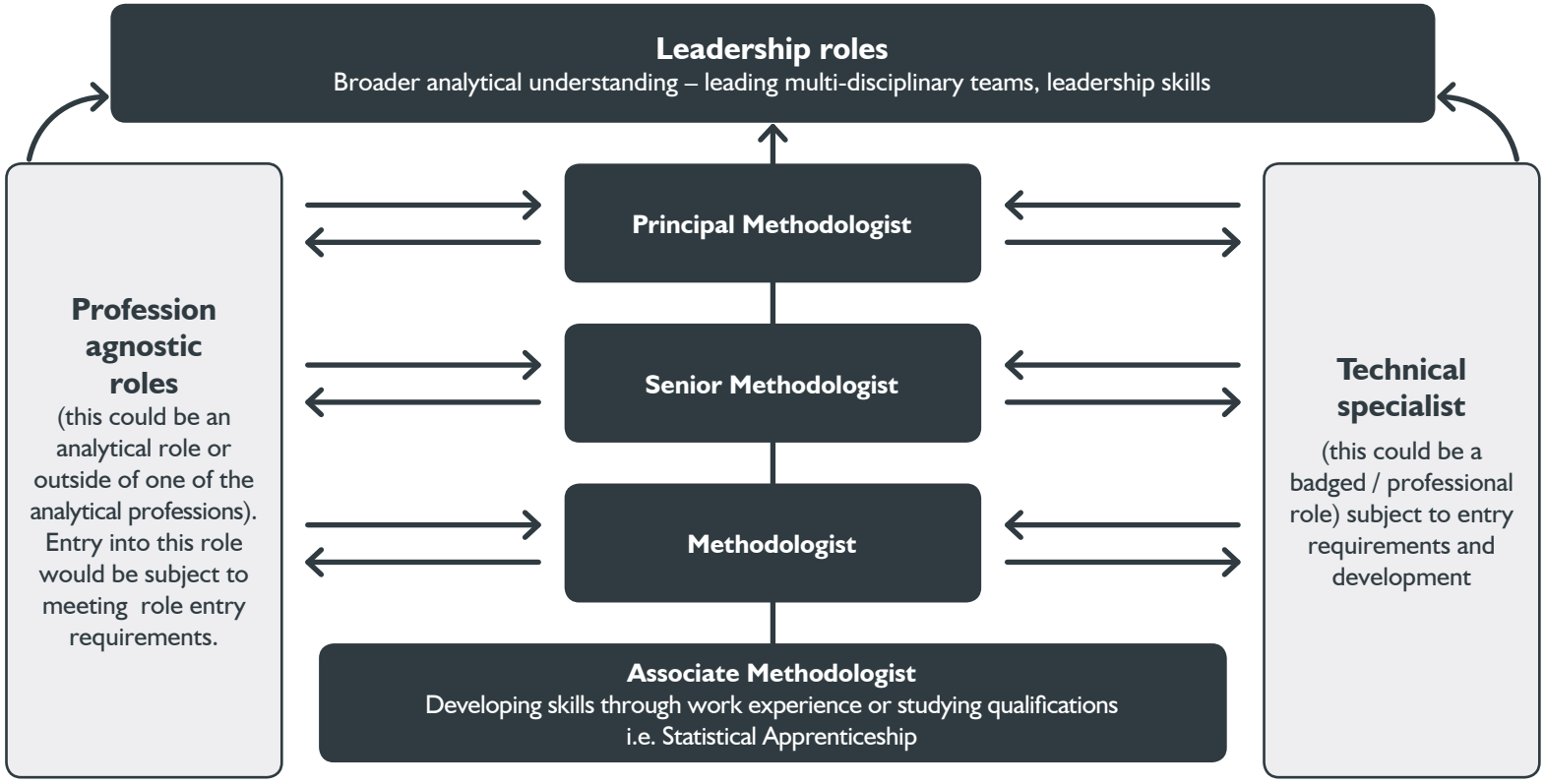

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Statistician

Role Summary

Statisticians work in government as analysts, producers of official statistics and in some cases as data scientists. In all of their job roles they use their recognised professional standards to ensure the quality and integrity of their work. The Government Statistician Group Competency Framework gives further guidance.

The profession works within the Government Statistical Service (GSS), the community for all civil servants working in the collection, production and communication of official statistics.

Typical role responsibilities

Placement Students / Statistical Officer

Placement students are sandwich course students who take an academic year away from university to work in the role of a government statistician for 12 months. The aim of a placement student is to take on a job role that is at a comparable level to a Statistical Officer. Statisticians at this level can expect:

- To be supervised by more senior statisticians/ data scientists
- To be responsible for own work and contributes to statistical or data science production
- To gain experience working within a statistical or data science role using formal statistical qualifications gained from previous education or experience
- To develop strong working knowledge of tools and methods.

Higher Statistical Officer

- Responsible for aspects of statistical production or data science projects
- May manage junior grades including non- analysts
- Able to communicate and champion statistics or data scientists in their own area of work
- Continues to develop their technical skills

Role profiles & career paths

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Statistician

Senior Statistical Officer

- Responsible for multiple aspects of statistical production or data science analytical projects
- Often manages teams of analysts and non- analysts
- Can develop expertise in technical skills through further training /qualifications

Principal Statistician

- Head of statistical/data science teams, responsible for statistical/data science production or areas
- Are often regarded as topic experts and champions for their topic area, and their team's work
- Can develop expertise in technical skills through further training /qualifications

Senior Principal Statistician

- Head of multiple statistical or data science teams, responsible for whole programs of statistical and data science work
- Have an overview of the statistical, data and political environment and are champions for the use of statistics and data science across government

Role profiles & career paths

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Statistician – *sample career path*

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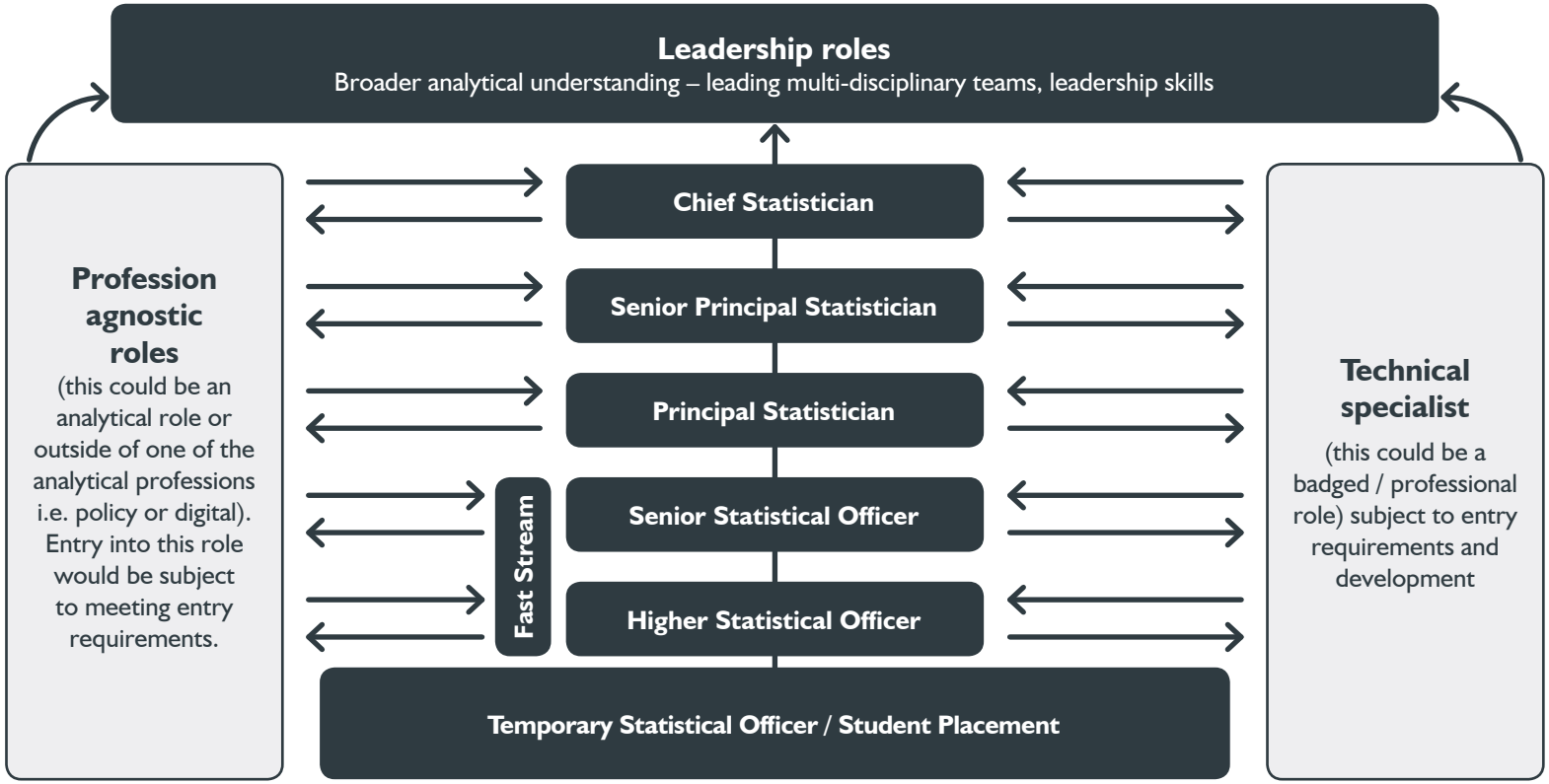
For further information refer to GSG Competency framework.

Entry and Exit Points:



Role profiles & career paths

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Survey Manager

Role Summary

Responsible for the technical running of surveys to collect data. Survey Managers manage end to end survey projects and understand how to design optimal surveys to meet requirements. Managing internal and external stakeholders at all levels and acting as a focal point for survey projects.

Typical role responsibilities

- Leading the day to day running of survey management tasks and management of survey projects.
- Taking ownership of the survey lifecycle including scoping, costing and project management.
- Developing optimal surveys, understanding user requirements to develop and adapt surveys using survey design techniques to meet them.
- Ensuring surveys deliver data that is fit for purpose (in line with standards such as Aqua book and GSG framework).
- Maintain and manage relationships of internal and external stakeholders.
- Manipulate, disseminate and present data using appropriate tools.
- Senior roles may include leadership of a team.
- Typically survey managers hold a degree or significant relevant experience from a quantitative subject and are members of the Government Statistical Group or Government Social Research profession.

Role profiles & career paths

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Survey Manager – *key skills*

Skill	Description	Indicative Grades			
		Level 1 AO – Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6			
Survey design	Understands how to design optimal surveys to meet requirements.	Awareness	Working	Expert	Expert
Survey management	Understands survey management and methodologies.	Awareness	Awareness	Practitioner	Expert
Data analysis	Able to identify key issues from data/information received, presenting and sharing as relevant.	Awareness	Practitioner	Expert	Practitioner
Statistical Methods	Knowledge of statistical methodologies.	Awareness	Working	Practitioner	Practitioner
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Awareness	Working	Practitioner	Expert
Project management	Working with stakeholders to gather requirements and deliver surveys.	Awareness	Working	Practitioner	Expert

Skill Level definitions

Recommended Behaviours

Role profiles & career paths

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Survey Manager – *sample career path*

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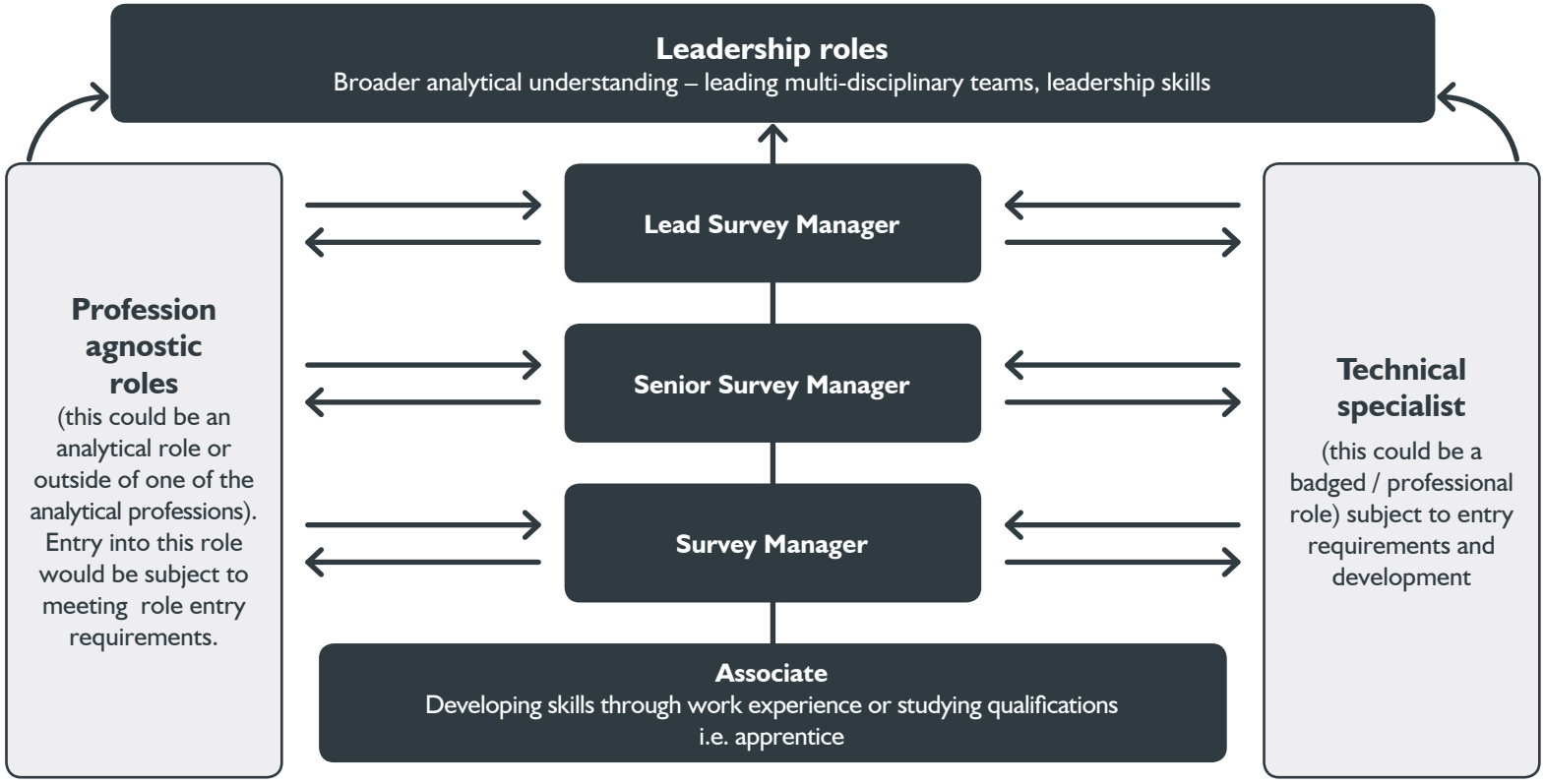
Entry and Exit Points:



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Statistics Production Analyst

Role Summary

Communications expert able to analyse and present data to audiences through multiple media.

Typical role responsibilities

Implements appropriate visualisation methods for products either new or existing to boost and maximise user engagement. Working in a team alongside data visualisation specialists to create engaging content to share data insights

Key skills

		Indicative Grades		
Skill	**Description**	**Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6**		
Proven ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Practitioner	Expert	Practitioner
Communicate insight	Excellent communication skills, with the ability to communicate complex analysis clearly and confidently to specialists and non-specialists using visualisation techniques.	Practitioner	Expert	Practitioner
Analysis	Uses analytical skills to present well-founded results and to share important data insights.	Practitioner	Practitioner	Practitioner
Software, programming tools and techniques	Utilising coding and programming skills for data and analytics and visualisations.	Working	Practitioner	Practitioner

Skill Level definitions

Recommended Behaviours

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Statistics Production Analyst – *sample career path*

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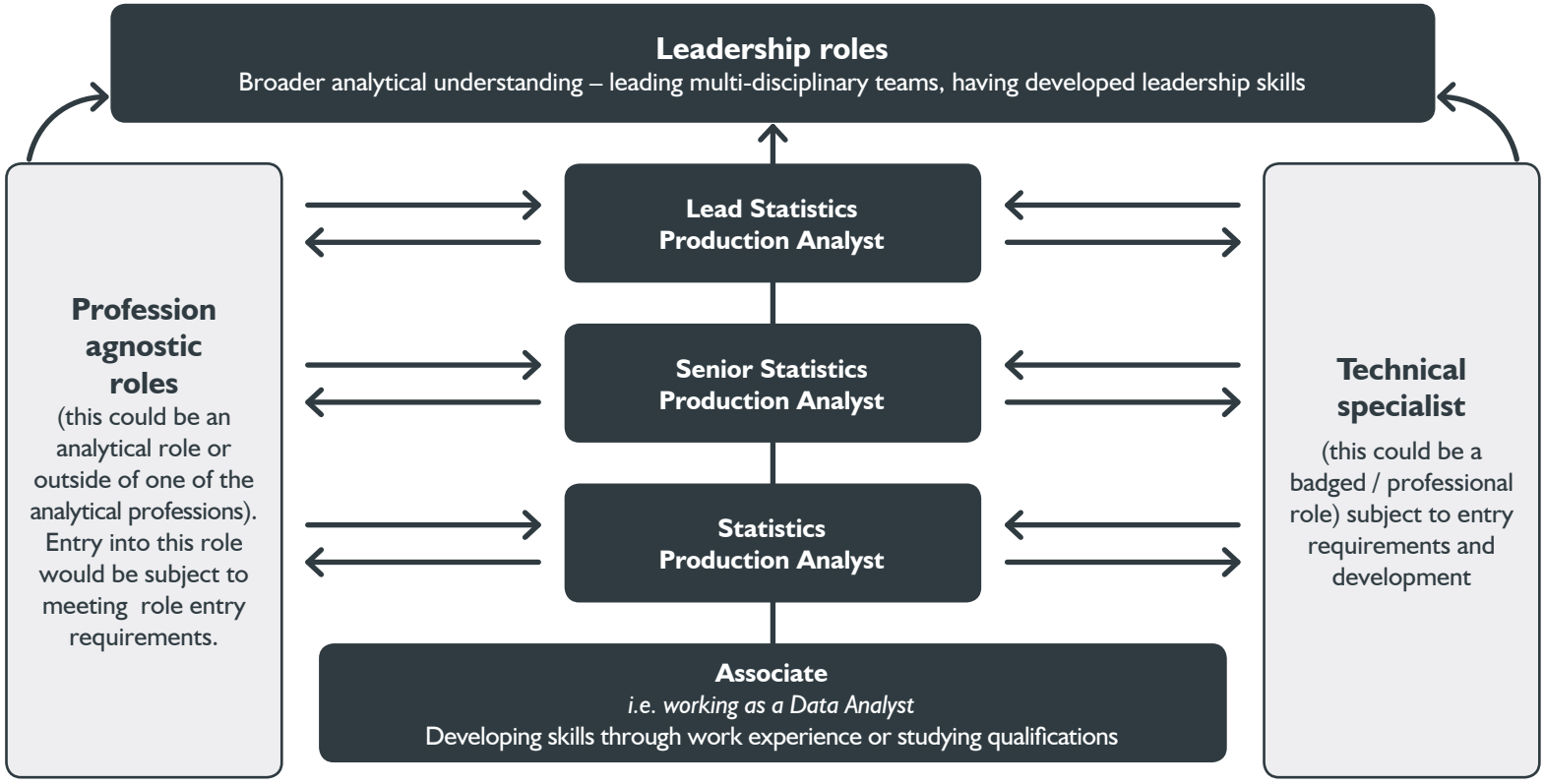

Mathematical Modeller

Role Summary

Mathematical Modellers use technical understanding of modelling, simulation and statistical knowledge to support teams or programmes of work. Working in dedicated teams or within multidisciplinary analytical teams, Mathematical Modellers usually have experience of working in a numerate role or a qualification in a numerate subject and an awareness of mathematical modelling tools and programmes.

Typical role responsibilities

- Developing and using analytical models and techniques often using spreadsheets, databases and pragmatic, numerical approaches to solve problems.
- To identify, use and analyse complex data-sets, synthesising multiple evidence sources, and using a range of software including data-base and statistical packages.
- To develop and implement protocols for managing development of models.
- Producing and communicating analysis.

Key skills

		Indicative Grades		
		▸Level 2 EO – Level 3 HEO/SEO – Level 4 G7/6 ▸		
Skill	**Description**	**Mathematical Modeller**	**Senior Mathematical Modeller**	**Head of Mathematical Modelling**
Mathematical modelling	A strong understanding of mathematical / statistical modelling approaches.	Practitioner	Expert	Working
Communicate insight	Excellent communication and interpersonal skills, with the ability to communicate complex analysis clearly and confidently both verbally and in visually to specialists and non-specialists using visualisation techniques.	Practitioner	Expert	Working
Use of modelling tools and techniques	Ability to run models in software packages.	Practitioner	Expert	Working
Analysis	Uses analytical skills and analytical software to present well-founded results and recommendations to support decision making.	Practitioner	Expert	Working

Skill Level definitions Recommended Behaviours

Role profiles & career paths

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Mathematical Modeller – *sample career path*

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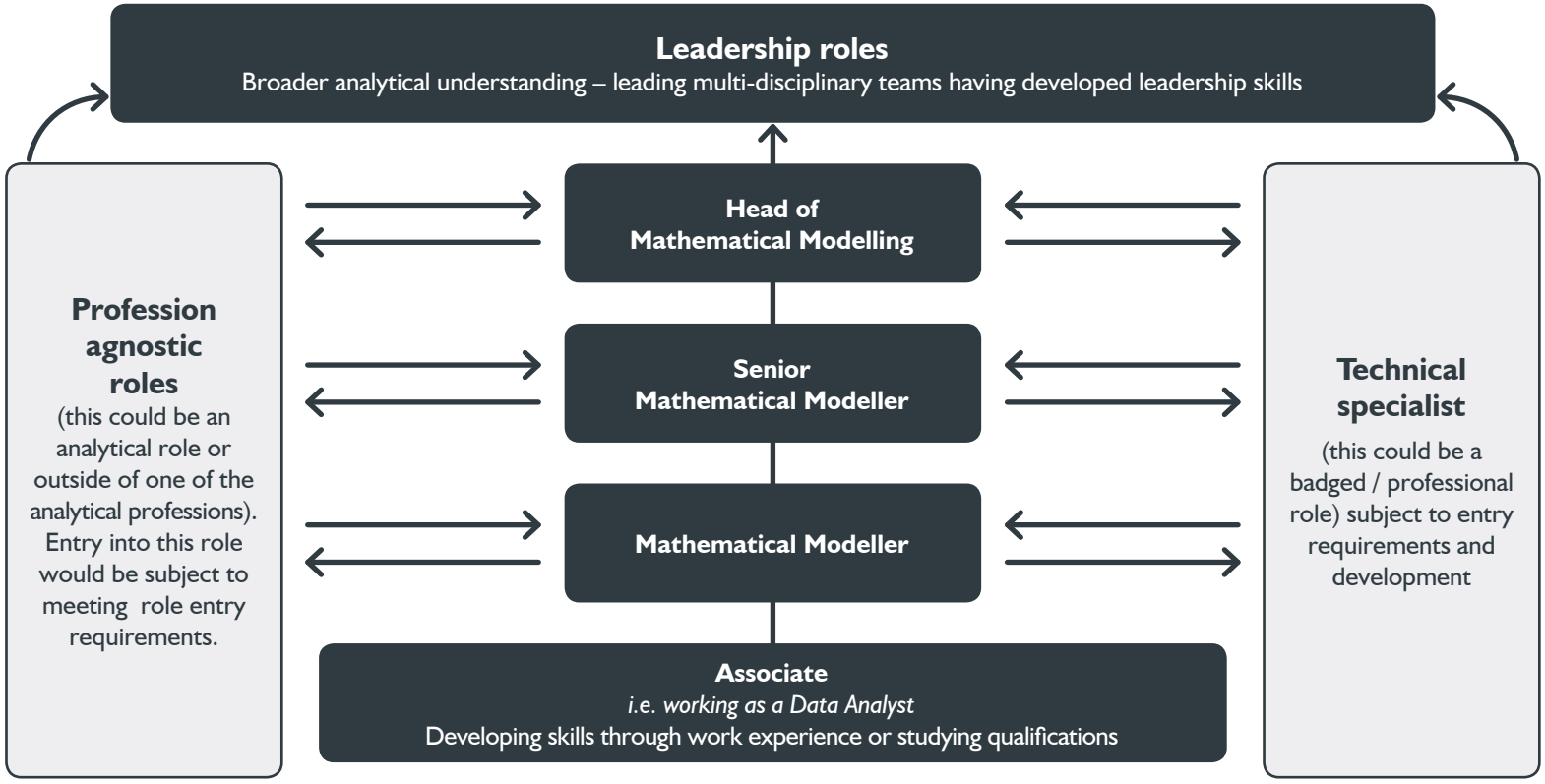
Entry and Exit Points:



Role profiles & career paths

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Actuary

Role Summary

Actuaries are highly numerate problem solvers and strategic thinkers. They are client focused, with a good understanding of their clients' needs and they strive to add value. Throughout their careers, actuaries continue to develop their skills and knowledge, maintain their technical competence and comply with professional standards.

Working mainly in the Government Actuary's Department (GAD), actuaries in government provide actuarial advice and analysis to clients in government departments and a number of public sector organisations.

Actuaries are involved in projects to understand different risks faced by their clients – estimating future costs arising from these risks and advising on strategies to manage them. As such, actuaries in government are involved in diverse areas of advice including insurance, investment, modelling, quality assurance, pensions and social security. This has enabled actuaries to collaborate in multi-disciplinary teams to produce bespoke and innovative solutions to challenges faced by the public sector.

Typical role responsibilities

- Producing actuarial analysis, advice and assurance for clients:
- Carrying out complex calculations / Modelling / Drafting insightful reports / Checking and reviewing the work of others / Communicating effectively
- Collaborating with colleagues and clients to scope and deliver work in an efficient and timely manner, with a focus on providing value for money.
- Providing consistently high levels of service.
- Managing projects and resources effectively.
- Motivating and building teams.
- Seeking opportunities to work with others to utilise actuarial skills in the public sector.
- Complying with all professional actuarial standards and continuous professional development requirements.

Role profiles & career paths

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Actuary – *key skills & recommended behaviours*

		Indicative Grades		
Skill	**Description**	**Trainee Actuary**	**Band 1 to 4**	**Band 5**
High levels of numeracy	Proven mathematical skills demonstrated through relevant qualifications or work experience.	Working	Practitioner	Expert
Logical and creative thinking skills	Can approach a problem applying logic and creativity.	Working	Practitioner	Expert
Analytical and problem-solving skills	The ability to apply analytical techniques to present a solution.	Working	Practitioner	Expert
Communicate insight	Strong verbal and written communication skills, sharing insights with stakeholders.	Working	Practitioner	Expert
The ability to produce clear graphical representations and data visualisations	Able to interpret requirements and present data in a clear and compelling way, using graphical representations and data visualisations.	Working	Practitioner	Expert
Professional membership	Relevant membership level of professional body.	Working	Expert	Expert
Knowledge of specialist area	Including impact of current legislation and government policy.	Awareness	Practitioner	Expert
Consultancy and client relationship	Able to provide good consultancy and manage client relations.	Awareness	Practitioner	Expert

Skill Level definitions

Recommended behaviours
Working together
Communicating and influencing
Leadership

Recommended Behaviours

Role profiles & career paths

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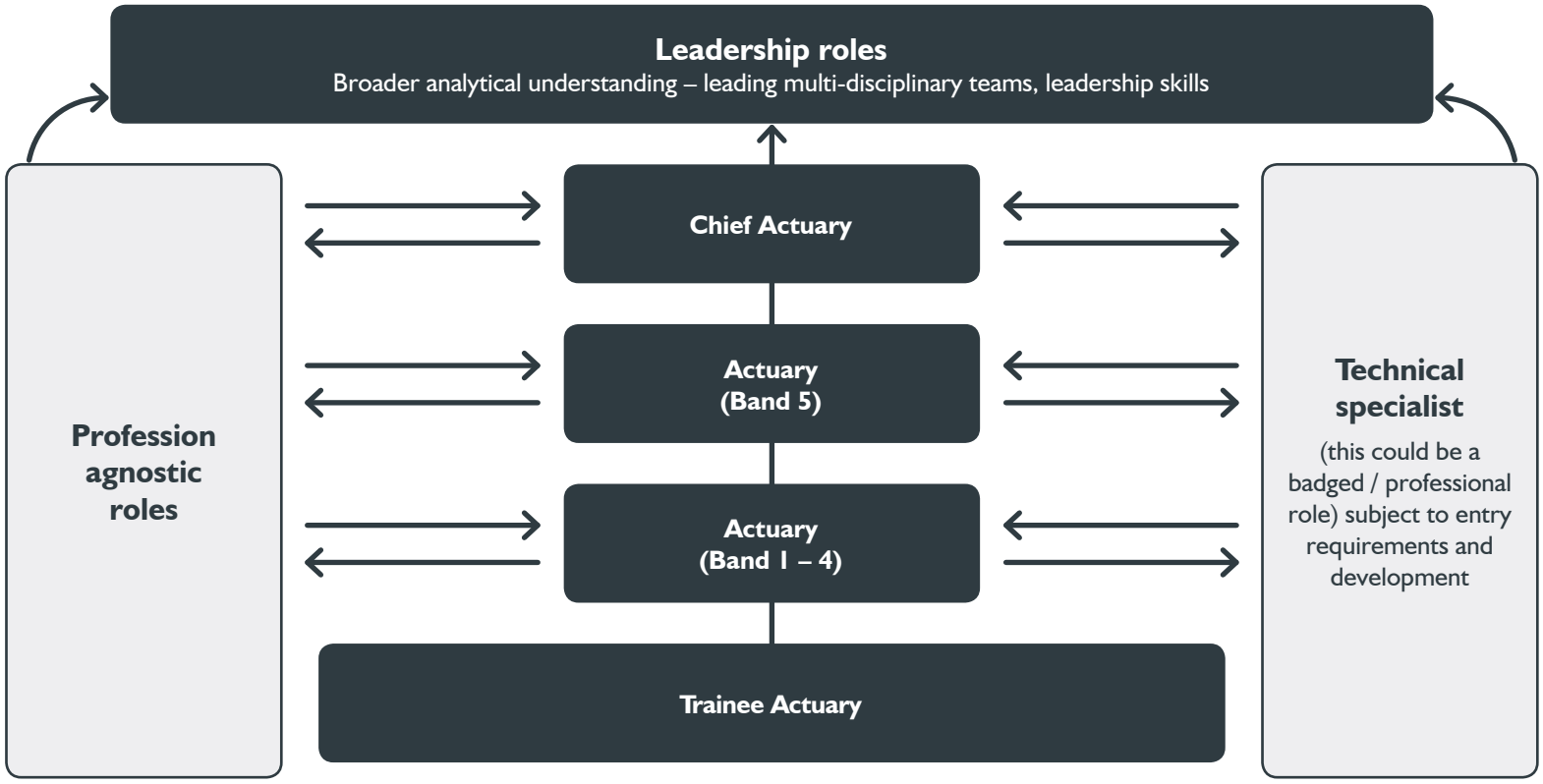
Actuary – *sample career path*

The Actuarial career path outlines some of the common entry and exit points and illustrates the typical skill levels. Entry and exit points can include roles from other analytical and digital professions or non-analytical or non-digital professions.

Entry and Exit Points:



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Government Science and Engineering
Analytical Deputy Director/Director

Geographic Analyst

Role Summary

Geographic Analysts work with geospatial and georeferenced data to generate insight and support decision making. They are able to integrate geographic data within their analytical workflows and apply different specialist techniques to account for the geographic dimensions of the data. They communicate analysis effectively, including using cartography and geovisualisation to present intelligence from complex geographic datasets.

Typical role responsibilities

- Responsible for producing analytical outputs that integrate spatial and georeferenced data from a range of sources to provide integrated geographical evidence to support business decisions and policies.
- Ensures that spatial dependency and spatial relationships can be considered in generation of solutions to business problems through the application of a range of specialised spatial analysis techniques.
- Maximises the available evidence base and brings geographical insight to decision making through the application of specialist tools and techniques for analysing geographic data sources such as georeferenced administrative data, remote sensed imagery, point clouds, GPS tracks, and unstructured geographic text.
- Ensures that stakeholders are effectively engaged with geographic dimensions of their problems, for example through the use of best practise and standards from cartography and geovisualisation in their analytical outputs.
- Responsible for ensuring geospatial analytical outputs are of a high quality and fit-for-purpose through the application of best practise, policies and standards for assurance and reporting of geospatial analytical outputs.

Role profiles & career paths

Data Analyst
Data Collator
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Geographic Analyst – *key skills & recommended behaviours*

Skill	Description	Associate Advisor	Advisor	Senior Advisor	Principal Advisor
Geographic knowledge	Understand geographic processes and how they shape the physical and human world at different scales.	Working	Working	Practitioner	Expert
Geospatial data analysis	Integrates and aggregates data based on its spatial reference. Understands and applies techniques for analysing spatial relations and modelling surfaces and terrain.	Working	Practitioner	Expert	Expert
Spatial statistics	Understand and apply statistical techniques dealing with spatial dependence, and for identifying spatial patterns or reducing the dimensional complexity of large place-based datasets.	Awareness	Working	Practitioner	Practitioner
Cartography and interactive mapping	Understand and apply techniques for mapping geospatial data in effective and engaging ways.	Awareness	Working	Practitioner	Expert
Earth Observation	Able to use specialist techniques to classify and extract information from imagery and other remotely sensed sources.	Awareness	Working	Working	Practitioner
Geospatial tools and software	Able to employ specialised software or libraries in the analysis of geospatial data, interactively and in coded analysis pipelines.	Working	Practitioner	Expert	Expert
Spatial modelling and optimisation	Understand and model geographical systems and apply techniques to optimise or make forecasts from those.	Awareness	Working	Working	Practitioner

Skill Level definitions

Recommended behaviours (to support development up to G7/6)	
Seeing the Big Picture	Communicating and influencing
Making Effective Decisions	Working together
Delivering at Pace	Developing Self and Others

Recommended Behaviours

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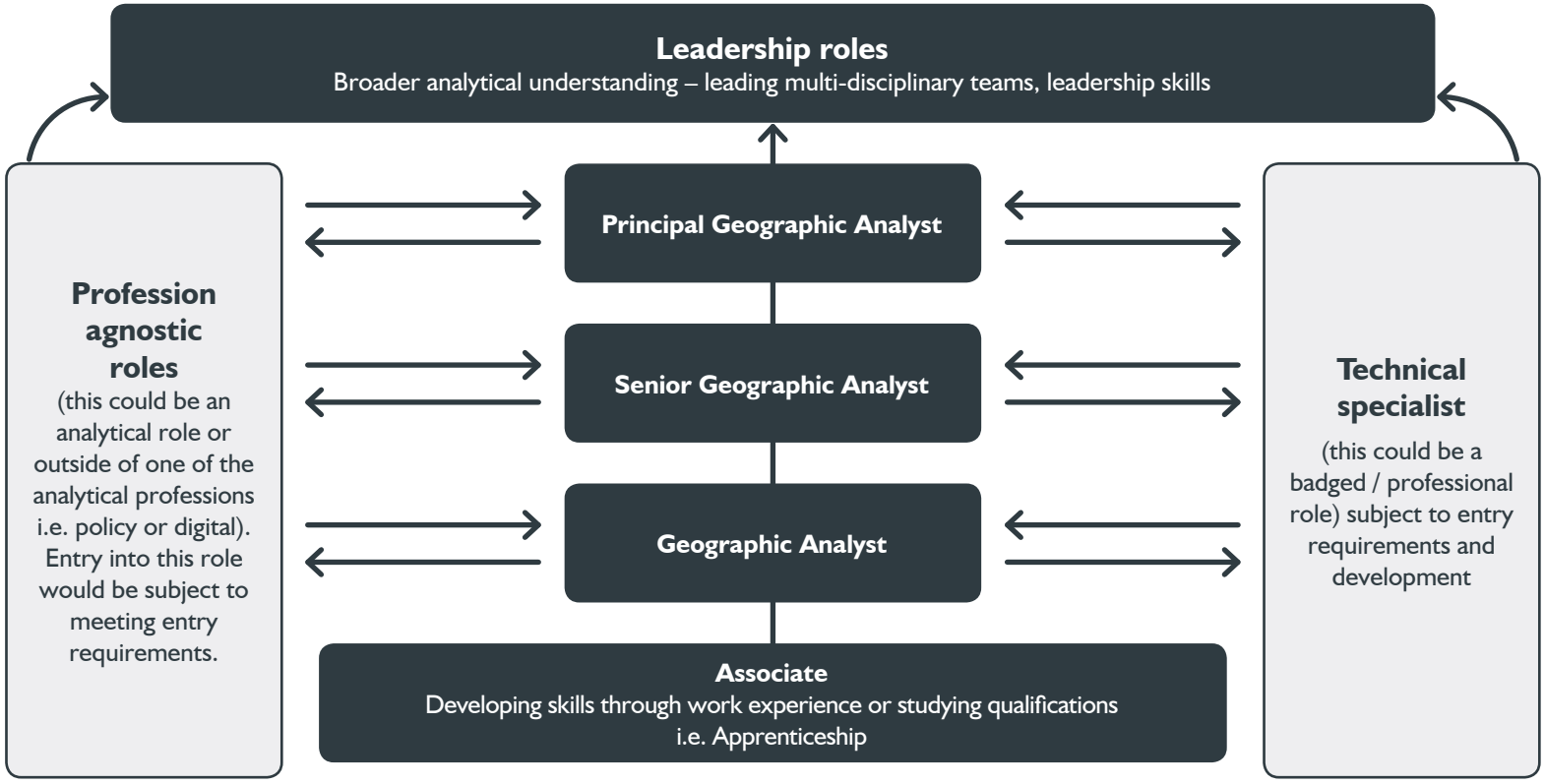
Geographic Analyst – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example digital, data and technology or policy.

The Geography profession is part of the Government Science & Engineering Profession.

Entry and Exit Points:



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Geographic Advisor

Role Summary

Geographic advisors use specialist geographic knowledge and techniques to contextualise and support decision making and the development, delivery, and evaluation of policies, or to develop and promote policies related to geographic understanding or information. They are experts in understanding and analysing environmental and/or human processes and interactions in places and at scale and use their knowledge to provide advice and evaluate evidence in support of government challenges. Geographic advisors are adept at working in multi-disciplinary settings and coordinating the activities of these different professions to solve business and policy challenges that benefit from geographical insight.

Typical role responsibilities

- Provide expert advice on business problems that benefit from geographical insight using their knowledge and assessment of related evidence.
- Develop and manage a programme of geographic research and collate an evidence base related to business needs.
- Coordinate activities by different professions around problems based on their integrated understanding of place, geographical systems, scale and inter-relationships.
- Synthesise geographical research and evidence to compile reports and make recommendations.
- Advise colleagues form other analytical professions on geographical aspects of their work and facilitate links to technical support where required.

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Geographic Advisor – *key skills & recommended behaviours*

Skill	Description	Associate Advisor	Advisor	Senior Advisor	Principal Advisor
Geographic expertise	Apply fundamental knowledge from a geographic sub-discipline to support govt. decision making.	Working	Working	Practitioner	Expert
Geographic evidence	Evaluate and critique evidence using geographical knowledge and techniques to build a high-quality evidence base around an issue.	Working	Working	Practitioner	Expert
Geographic coordination	Understand different technical and govt. disciplines and coordinates and integrates activity of these to tackle place-based problems.	Awareness	Working	Practitioner	Expert
Geographic research	Knowledge of different sources of geographic evidence and research and ability to synthesise these to make policy recommendations.	Awareness	Working	Practitioner	Expert
Geographic strategy	Develop strategies and plans for geographic policy or research that supports business objectives and manages their commissioning and delivery.	Working	Working	Practitioner	Expert
Geographic compliance	Knowledge of statutory requirements related to their discipline and can advise on their compliance.	Awareness	Working	Practitioner	Expert
Geographic evaluation	Knowledge of different sources of evidence and techniques for evaluating geographical impacts of policy.	Awareness	Working	Practitioner	Practitioner

Skill Level definitions

Recommended behaviours (to support development up to G7/6)	
Seeing the Big Picture	Communicating and influencing
Making Effective Decisions	Working together
Leadership	Developing Self and Others

Recommended Behaviours

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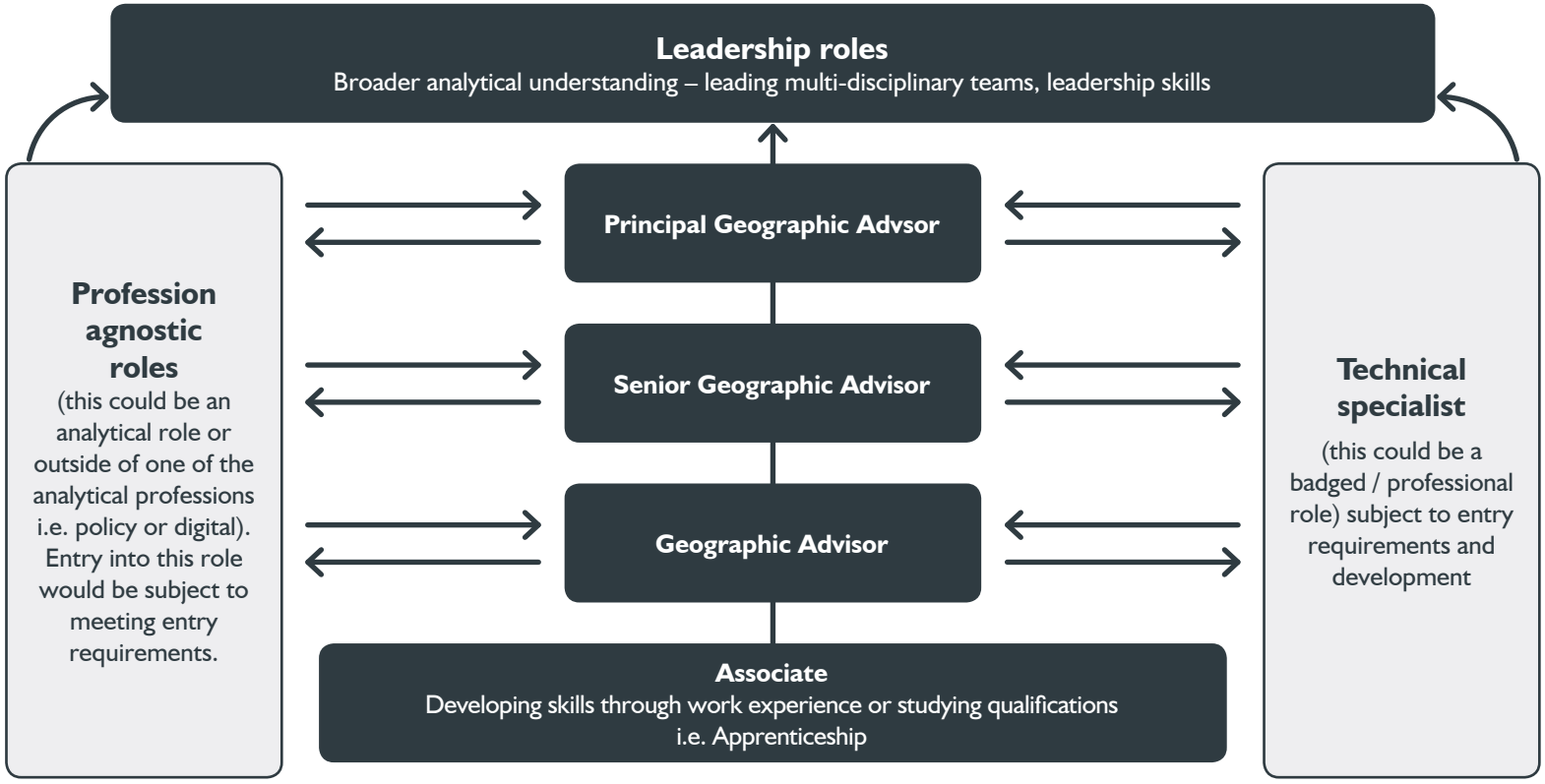
Geographic Advisor – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other analytical professions or other professions for example Policy.

The Geography profession is part of the Government Science & Engineering Profession.

Entry and Exit Points:



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Geospatial Information Specialist

Role Summary

Geospatial Information Specialists collect, collate, manage and maintain geospatial data. They understand techniques for primary data collection used in surveying, geomatics and remote sensing, as well as methods for linking administrative data by geographic references. They have experience working with a range of geospatial data sources and understand their strengths and weaknesses when applied to work in Government. They can represent and manage geographic information within spatial data infrastructures, applying relevant data standards and making informed assessments on data quality. They are able to employ different geospatial technology platforms for managing geospatial data and make them accessible to others, including building capability in their use.

Typical role responsibilities

- Captures and/or prepares geospatial data for use in business decisions and processes through the application of relevant scientific knowledge e.g. surveying, photogrammetry, geomatics, geocoding and addressing, cartography, and remote sensing.
- Generates derived, analysis-ready geospatial products e.g., terrain and surface models from point clouds, through the design and application of processing workflow and corrections.
- Responsible for the managing and administering geospatial datasets collated from different sources according to governance and quality standards for geospatial information.
- Develops and implements geospatial strategies for maximising the value from geospatial investments and ensuring quality and security of resources is maintained.
- Administers geospatial data platforms and manages their datasets to provide efficient and accessible geospatial data services.
- Trains others in the use of geospatial data and related information systems.
- Contributes to the development and application of standards, policies and procedures for geospatial data.

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Geospatial Information Specialist – *key skills & recommended behaviours*

Skill	Description	Associate Specialist	Specialist	Senior Specialist	Principal Specialist
Geospatial data capture and modelling	Understand and apply techniques to measure the physical and human world. Abstracts information about the world using geospatial models.	Working	Working	Practitioner	Expert
Geospatial data manipulation	Able to geo-reference, correct, calibrate, project and transform geospatial data.	Working	Practitioner	Expert	Expert
Geospatial data management	Collates and manages datasets within a workflow and architecture for geospatial data. Understands legal and ethical issues around geospatial data including rights, liability, privacy and access.	Awareness	Working	Practitioner	Practitioner
Geospatial data standards and quality.	Knowledge and application of standards and formats for geospatial data and technology interoperability. Understands different quality components of geospatial data, and the use of metadata.	Awareness	Working	Practitioner	Expert
Geospatial software and systems	Able to apply desktop and online tools for managing, analysing and displaying geospatial data, interactively or in workflows.	Awareness	Working	Working	Practitioner
Capability building	Supports and trains others to use geospatial data in their work.	Working	Practitioner	Expert	Expert
Geospatial strategy and architecture	Able to gather user requirements for geospatial data and apply them to the design of platform architectures or policies for governance.	Awareness	Working	Working	Practitioner

Skill Level definitions

Recommended behaviours (to support development up to G7/6)	
Seeing the Big Picture	Developing Self and Others
Change and improving	Working together
Managing a Quality Service	

Recommended Behaviours

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Geospatial Information Specialist – *sample career path*

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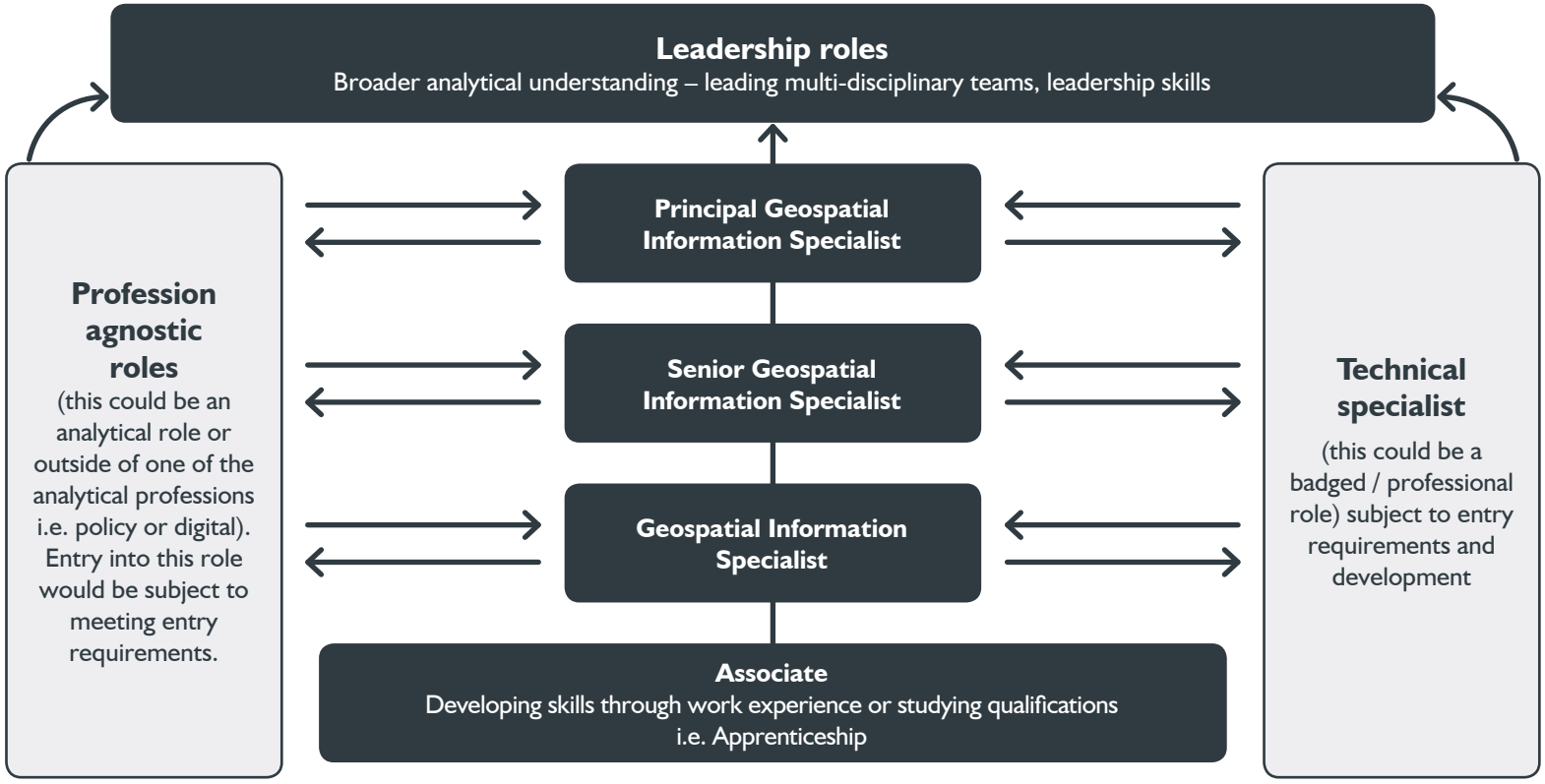

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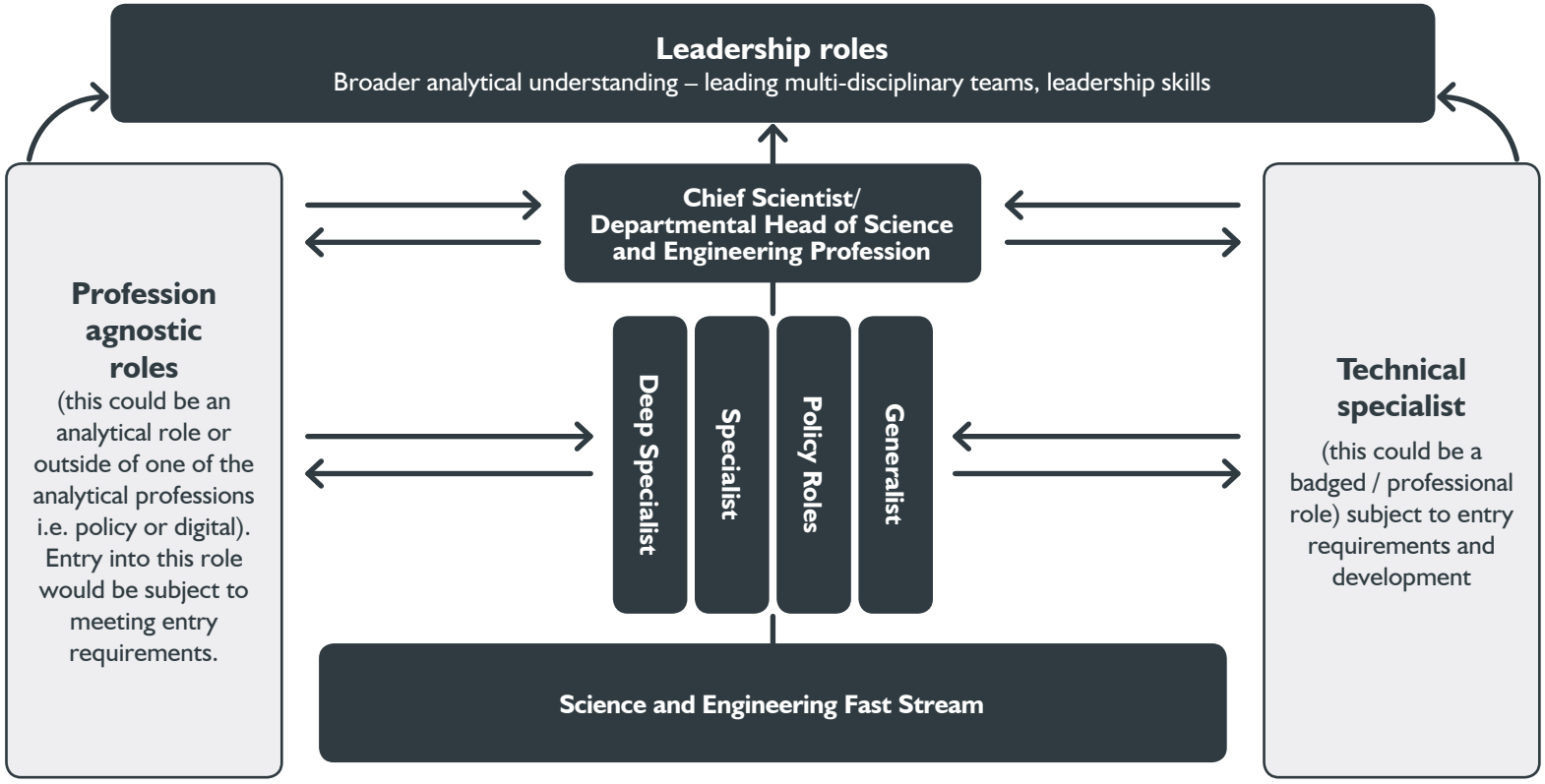
Government Science and Engineering – *sample career path*

The career path outlines some of the common entry and exit points in the role and illustrates the typical skill levels. Entry and exit points can include roles from other professions.

For further information on GSE roles and skills refer to the GSE Skills Framework.

Entry and Exit Points:



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Analytical Deputy Director/Director

Role Summary

As a Senior Civil Servant (SCS) working in the Analysis Function you will typically lead analytical programmes and teams, ensuring that robust analysis is influencing strategic decision-making. It is common for SCS analytical roles to require leadership of multi-disciplinary teams along with some non-analytical professions. There may be a requirement to hold a technical specialism in one of the analytical professions or have leadership experience outside of analysis for example as a leader of an operational or policy team.

Common behaviours have been scoped as part of the Career Framework to help you structure your career development to help achieve a role at SCS level.

Typical role responsibilities

- Champions and sets direction for major analytical workstreams ensuring they support the aims and objectives of the Department.
- Ensures adherence to the Government Analysis Standard in line with cross government guidance and monitoring, with review and feedback mechanisms in place and used to best effect.
- Ensures adequate assurance processes and controls are in place to produce high quality outputs and outcomes fit for purpose.
- Leads analytical capability through setting direction, identifying future needs and embracing advancements seen in analysis across government.
- Ensures that the best use is made of the multidisciplinary skills in their command.
- Reviews the relevance of the current evidence base and creates space for analysis relevant to future departmental and government needs.
- Promotes and ensures active contributions to the civil service analysis community.
- Builds effective working relationships with relevant policy, delivery and analytical leaders, using robust analysis to influence decision making.
- Creates, supports and role models a culture where honest, transparent, trusting and supportive behaviours are expected and within which differences of thought and outlook are valued.

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Skill	Description
Technical	There may be a professional technical skill requirement depending on the nature of the role. For further information on technical skills refer to professional frameworks: Government Statistician Group Government Operational Research Service Government Social Research Service Government Economic Service Government Actuary's Department Digital, Data and Technology capability framework Government Science and Engineering
Analytical delivery	Holding a track record of delivery of analysis and experience of working with multidisciplinary teams in an analytical environment.

Recommended behaviours (aligned to Level 5 and Level 6 of Success Profiles methodology)	
Leadership	Communicating and influencing
Seeing the Big Picture	Developing Self and Others
Making effective decisions	Delivering at Pace (Resilience)
Senior Civil Servants should be actively role modelling, endorsing and driving these behaviours.	

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Expectation of experience

- Has strategic oversight of analytical work, ensuring it is fit for purpose, impactful and that priorities fit with departmental focus and pace.
- Has ownership and accountability for appropriately high standard analytical outputs and quality assurance.
- Builds effective working relations with policy and delivery directors, Ministers and with other analytical leaders to facilitate open dialogue, constructive challenge and to build mutual trust.
- Strong communication skills, both verbal and written, demonstrated through the ability to convey complex information with clarity even when under political scrutiny.
- Leads development of coherent and integrated analysis which reflects the contribution of each discipline, creates synergy and demonstrates excellent cross functional awareness.
- Sets a learning culture for all staff, instilling professional integrity and high professional standards. Encourages breadth and depth in analysis skills, including innovative methodologies and techniques, and effective engagement with external experts.

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Contact the Analysis Function

To find out more about the Analysis Function and the career framework contact:

Email: analysis.function@ons.gov.uk

Twitter: @AnalysisFuncti l

Career framework

What is the Career Framework?

Who is the Career Framework for?

How to use the Career Framework

Personal development

Developing my core skills

Routes into Analysis

Analytical Roles

Analysis in Practice

Analysis Standard

Career stories

Common skills

Common behaviours

Skill Level definitions

Glossary of Terms