



Job Family Framework– Frequently Asked Questions

Centre of Excellence for APS Workforce Planning

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What is the Job Family Framework?

1. What is the Job Family Framework?

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

2. What is the Job Family Framework used for?

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

4. What is the Job Family Framework not used for?

The Job Family Framework is not a capability mapping tool, and is not designed provide information about skills and capabilities.

5. What is the difference between the Terms of Reference and the Framework?

The Terms of Reference outlines the background, usage, reporting and application of the Job Family Framework. It also outlines the governance of the Framework, and explains what the different elements of the Framework mean. The Framework is the workforce segmentation tool used for occupational grouping. The Centre of Excellence for Workforce Planning **strongly urges** you to read the [Terms of Reference](#) before using the Framework.

6. Are your Job Families skills based?

The Job Family Framework is **task based**. The descriptions for each role in the framework outline the core tasks of the role, and do not list any capabilities, skills or qualifications (these would be captured in role profiles, the forth level, which are separate from the Job Family framework). Typically once agencies have done the mapping, they create the role profiles which would have the skills/capabilities.

Job Family Framework review

1. Why was the Job Family Framework reviewed?

The Job Family Framework review began in mid-2020 to assess if the tool was fit-for-purpose. The previous Job Family Model was established in 2010, and since then the roles we see in the APS have changed dramatically. The previous model had various roles no longer in use and it was also applied inconsistently across the APS. The review aimed to assess the relevance of the job role in the model, apply occupation taxonomy principles, reduce duplication and reflect emerging roles.

2. Who was involved in the review?

The review was conducted by the APSC and a governance committee of subject matter experts. For details on the Governance Committee please refer to Appendix 1 and Appendix 2 of the [Terms of Reference](#).

4. Will there be future reviews?

The APSC and the *Job Family Framework Governance Committee* (the Committee) will undertake a comprehensive structural review every three to five years to ensure the Job Family Framework structure remains fit for purpose. Any proposed changes to the structure of the model will require approval by the APSC delegates. Out of session requests for changes to job roles (creation of new job roles, merge or removal of any role/s) will be reviewed on an annual basis. As part of the annual review, the APSC will provide an opportunity for agencies to put forward proposed changes to job roles. All proposed changes will be submitted to the Committee for review and recommendation/endorsement. Recommendations on the proposed changes will be subject to final approval by the APSC delegates.

4. How can I submit feedback?

Feedback on the Job Family Framework is welcomed by the Centre of Excellence for Workforce Planning. To provide feedback you can contact us directly at APSWFP@apsc.gov.au.

Alternatively, any APS agency that is currently using the Framework for workforce segmentation can request changes to the model in accordance with the Job Family Framework Terms of Reference. To request a change or the addition of a job role to the APS Job Family Framework, please complete the [APS Job Family Framework](#)

[Change Request Form](#). All requests to add a new role or update an existing one will be reviewed by the APS Workforce Planning Centre of Excellence.

For more information, please refer to Appendix 3 of the [Terms of Reference](#).

5. How does the review of the APS Job Family Model link to the Occupation Profiles?

The APS Workforce Planning team are currently working in partnership with the National Skills Commission to undertake the mapping of skills profiles against the revised APS Job Family Framework. The Digital profession have defined detailed role profiles for a whole range of digital roles. These profiles are easily accessible through digitalprofession.gov.au and they are sitting behind the [Career Pathfinder](#) tool. Keep an eye out on our [Workforce Planning Community of Practice](#) for further updates.

Using the Job Family Framework

1. Why should I use the Job Family Framework?

The Job Family Framework allows you to segment your agency into more manageable groups. From here you can obtain insights related to the types of tasks performed, and the human resources allocated to the job roles performing those tasks. Job family mapping can also help provide a basis for the formation of your role profiles, which provide details about the skills, capabilities, and education needed to perform the tasks identified through the job family mapping process. The job family framework is also mapped to the Australian labour market via the Australia New Zealand Standard Classification of Occupations (ANZSCO), which can facilitate comparative analysis between work completed in your agency/workforce and the broader Australian economy.

2. How do I apply the Job Family Framework to my agency?

Across the APS, the Framework provides a standardised system for grouping roles and comparing types of work and workforce profiles in the APS enterprise and between agencies. The revised Job Family Framework has been updated to reflect a one-APS approach to occupational segmentation. While agencies can adapt the Framework to suit their own business and environment, agencies need to map back to the most relevant APS job code at the time of reporting to APSC. This could include looking broadly at which tasks within the agency match closest to the job role tasks within the framework.

Agencies can adapt the Framework to suit their own business and environment. This could include having additional job roles appropriate for their organisation.

For example the Department of Defence may have a separate Job Family for Logistics to reflect the multitude and variety of logistics roles specific to the department. The APS Job Family Framework does not capture this level of granularity specific to the Department of Defence because it is not applied or needed across the APS enterprise. When reporting to APSED, the Department maps and reports all Logistics roles to the relevant - fewer - APS Job Roles relevant for Logistics work types.

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

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

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

3. How do you manage the Job Families across the organisation, is it done centrally, does each area manage their own Job Family?

Generally speaking, we would recommend job family mapping to be conducted centrally. This is to ensure consistent mapping, and to reduce the risk of roles being mapped incorrectly.

4. How do I get insights from the data?

Using a workforce segmentation tool, like the Job Family Framework, allows you to segment your workforce into more manageable groups. From this data you can understand that core tasks that are undertaken by your agency, and understand better how resources are allocated to those functions. From this you are also able to generate Role Profile for critical roles, which will highlight the skills, capabilities, and education required to perform a specific role.

The Framework can be used to assist in undertaking benchmarking, environmental scanning and labour market analysis. As such, it enables agencies to gain a deeper understanding of their workforce, and to anticipate any future workforce supply challenges. Through its linkages to Australian labour market segmentation via the Australia New Zealand Standard Classification of Occupations (ANZSCO), the Framework also facilitates comparative analysis between work completed in the APS and the broader Australian economy.

5. My agency has a very unique workforce composition, can I still use the APS Job Family Framework?

Yes. The revised can be flexibly applied across difference APS agencies. Agencies should adapt the Framework to suit their own business and environment, including mapping the level of detail that is appropriate for them. When flexibly adopting the Framework, agencies should consider whether certain agency-specific changes are required to enable the needed level of occupational segmentation granularity aligned with the agency's specific workforce planning maturity. These changes should be agreed within the agency and reflected in the agency's specific job family framework. For the purpose of central reporting to APSED, agencies should ensure that any roles in the agency's specific job family framework are mapped back, and hence reported against the APS Framework.

6. How do I get my executive involved?

Typically job family mapping is conducted centrally by HR, with minimal input from business lines and executive. This is to ensure the effective and correct usage of the workforce segmentation tool. It also ensures that workforce segmentation is applied consistently across the agency. Executives and leaders would be most interested in the insights you can share from the mapping, such as how the current state of your agency compares across the APS and the wider labour market.

7. My agency currently maps to the old model, will I need to redo the mapping?

Yes. We recommend agencies to review their mapping to ensure it will align with the revised Framework. Some suggestions of where roles have been consolidated have been made, but this may not apply to all agencies. If you have any questions or trouble with the revised framework, please contact the team at APSWFP@apsc.gov.au.

8. Does the Job Family Model align with ANZSCO, the NSC etc? Do we have to map all this data?

The Job Family Framework contains ANZSCO mapping for each role. This is included in the Framework published on the [APSC website](#). This maps the APS job roles back to the broader Australian labour market. Please continue to engage with us about the revised Job Family Framework.

9. Are there best-practice approaches for maintaining accurate job family data?

Job family/ function and role mapping should be maintained in line with agency position/ establishment management. As positions are created, they should be mapped to the relevant job roles. As positions become vacant and they might be refocused as standard workforce planning practice, the mapped job role should also be reviewed to ensure it reflects the focus on the work to be undertaken in the role, to the closest match. We acknowledge that job roles might not fully capture the full spectrum of work performed in an APS job.

It is recommended that job family data should be reviewed when:

- Creating new roles/ positions;
- adjusting position information (e.g. for mobility, or the work itself has shifted);
- roles are being redesigned; or
- planning large-scale change / transformation initiatives.

Job family mapping data should be reviewed prior to submission to the APSC, or if this occurs automatically, on an annual basis through standard agency workforce planning processes. Maintaining job family data on a regular basis will ensure data accuracy, more reliable linkages with the APS and the Australian labour markets, and effective production of insights as the workforce changes.

10. How are entry level roles such as graduates and interns being classified in the updated Framework?

The APS classification of an APS job provides the needed information, from an APSED point of view, as to whether the job an employee is being reported against is a graduate, trainee, apprentice etc role.

Hence, from a Job Family point of view, those entry level roles should be mapped according to type of work performed at the time of reporting to APSED. For example, a Finance graduate should be mapped to the relevant finance role (Eg. General Finance Officer – 100303) as that is reflective of the tasks currently being performed by that graduate. Should the graduate rotate into a different role, agencies may decide to update their mapping as part of their rotation process if feasible. In practice, large and extra-large agencies, with a significant intake of entry level programs may decide to only map their graduates to the streams they commence through at the beginning of the program, and not reflect any changes in the type of work throughout placements. Agencies are not required to report Job Family data monthly – this reporting to the APSC happens twice a year, for the 30 June and 31 December APSED snapshots.

For example– when the Department of Educations, Skills and Employment rotates their graduates between program teams and policy teams, they would update the graduate job roles as part of the

graduate rotation process. When the APSC requests DESE to report on their job families in December 2021, DESE will report the graduate placements as at December 2021.

The above solution would work for the majority of agencies.

However, if an agency has absolutely no other means of identifying entry level programs (ELP) but through a Job Family coding – for example in cases where the HR system does not reflect graduates or other ELPs, the agency has flexibility to adapt the application of the JFF to their specific HR system restrictions. Agencies may decide to create different job roles for their ELP employees and manage those under the ‘flexible application’ provision of the [APS Job Family Framework Terms of Reference](#). In this scenario, for the purpose of the biannual reporting to APSED, agencies should map those ELP jobs back to the APS Job Family Framework, regardless of their agency-specific set-up. Therefore, whilst agencies can flexibly adopt and adapt the JFF to suit their specific business needs and constraints, central reporting to APSED is required to be done against the APS Job Family Framework structure.

To discuss specific agency constraints and solutions, please contact us at APSWFP@apsc.gov.au.

Reporting job family data

1. How do I report my agency’s job family data?

Job family data is reported to the APSC through the [APS Employment Database \(APSED\)](#) data collection. Agencies report this data in their monthly movement files and through the biannual snapshots at June 30 and December 31. If agencies are unable to include job family data in their APSED reports, they can also report this information separately twice a year at June and December. As at December 2020, the APSC holds Job Family data on almost 85 per cent of the APS workforce through APSED. Submission of Job Family data by agencies is strongly encouraged, but not mandatory in the current set-up. If you have any trouble submitting the data, please contact the [Workforce Metrics team](#).

2. Why is reporting important?

Reporting job family data to APSC is important because it ultimately contributes to an APS-wide snapshot of workforce segmentation. This allows the APSC at an enterprise level to assess the type of work performed across the APS, and observe how this changes over time.

3. Why does the APSC collect job family data?

Job Family data has been collected by the APSC since 2014. This data adds further insight into the APS workforce by providing a snapshot of the types of tasks performed. This information is used to inform the annual State of the Service Report and the Remuneration Survey. This data also allows APSED to provide occupational segmentation snapshots to agencies and APS workforce planners to assist workforce planners better understand the occupational composition of their workforces.

5. When am I expected apply the updated Job Family Framework and report that data to the APSC?

APS agencies are strongly encouraged to apply the updated Job Family Framework for the 31 December 2021 reporting period. The 31 December snapshot report submitted to APSED should have employees (as a proxy for roles) mapped against the 2021 APS Job Family Framework.

The sooner we have central level visibility to robust Job Family Data across the APS, in particular for the multitude of data and digital roles reflected in the 2021 release of the Framework, the faster we can develop and deliver strategic labour force insights to Secretaries Board, APS agencies and Workforce Planners and Strategists to inform strategic workforce planning exercises in agencies.

For assistance with your remapping, or for support mapping for the first time please contact us at APSWFP@apsc.gov.au.

Job family mapping support

1. I still don't understand what the Job Family Framework is, is there someone I can speak to?

Yes. For further information or for assistance please contact the Centre of Excellence for Workforce Planning at APSWFP@apsc.gov.au. We recommend for you to read the [Job Family Framework terms of reference](#) in the first instance.

We also encourage you to look at our Job Family Framework resources on the APSC website, and in the [Workforce Planning Community of Practice Hub](#).

2. What support is available to help me with my job mapping?

The Centre of Excellence for Workforce Planning offers job mapping support in many ways. Firstly, through the [APSC website](#) and the [Workforce Planning Community of Practice](#) you can find resources on labour market segmentation and how to apply the Job Family Framework.

For personalised or on-going assistance with job family mapping, please reach out to us at APSWFP@apsc.gov.au and we will contact you.

Other questions

1. Are the APS professions mapping their skills to the specialist tasks you have identified?

The APS Workforce Planning team are currently working in partnership with the National Skills Commission to undertake the mapping of skills profiles against the revised APS Job Family Framework. The Digital profession have defined detailed role profiles for a whole range of digital roles. These profiles are easily accessible through digitalprofession.gov.au and the [Career Pathfinder](#) tool. Keep an eye out on our Workforce Planning Community of Practice for further updates.

2. Does the APSC have any copies of some occupational profiles you could share?

We currently do not have occupational profiles at the central level. You may wish to look at the [National Skills Commission skills classification portal](#) as a starting point. You will be able to search by ANZSCO (occupation).

3. How does the current classification review impact the Job Family Framework?

Recommendations from the Hierarchy and Classification review will not impact the Framework. The Framework is a workforce segmentation tool used for workforce planning. It groups types of work performed across the APS. It is a tool to help define and group roles that require the performance of similar or identical sets of tasks, regardless of the classification level at which work is performed.

The APS Hierarchy and Classification review looks to address Recommendation 32 in [Delivering for Australian's](#), the Government's response to the [Independent Review of the Australian Public Service](#). The Review seeks to streamline management and adopt best-practice ways of working to reduce hierarchy, improve decision-making, and bring the right APS expertise and resources. More information on the Hierarchy and Classification review can be found on the [APS Hierarchy and Classification review webpage](#).

4. Should we be using the NSC's skill terms to define the capabilities we have for APS staff?

Yes you can. NSC's Skills Classification interface is searchable by [occupation](#). If you have used the APS job family framework to segment your workforce, you will be able to utilise the mapping to create the role profiles based on the ANZSCO code mapping (occupation codes).

5. How does the SFIA Framework fit in with the APS Job Family Framework?

The 2021 release of the APS Job family Framework reflects, at the highest level, Digital & ICT occupations mapped in the [APS digital career pathways](#). For example, roles where the Digital Career Pathways reflects a 'junior XYZ' and a 'senior XYZ' job profile, those have been consolidated at the occupation level in the APS JFF, because the occupation is the same.

Each job in the Digital Career Pathways has a comprehensive skills profile defined and attached to the job, to enable career pathway mapping. Those skills profiles were defined by the Digital Profession utilising SFIA as a start point. The skills proficiency level reflected in the map is aligned with SFIA.

Where agencies are ready to map the level 4 - job role profiles, to enable skills-based workforce planning, they are strongly encouraged to draw on the Digital Career Pathways for those skills profiles. Where some jobs, in particular in more traditional ICT functions, are not reflected in the Digital Career Pathways, agencies are encouraged to draw on SFIA to build the skills profiles for those roles. To tap into the Australian SFIA license, please contact the APS Digital Profession at digitalprofession@dta.gov.au.

6. Is it appropriate to include job family in job advertisements?

This is a decision for each agency to make. If the agency utilises a sophisticated e-Recruit system, which pulls specific capability requirements through to job adds once a Job Family or function is selected for an advertised role, then you may decide to use that functionality to simplify the back end of your recruitment processes.

However, where no such sophistication exists, the inclusion of the Job Family mapping for a particular advertised job has very limited to no value for applicants. In fact, it poses the risk of confusing applicants who are not in a HR function, or applicants from outside of the APS.

7. Are there plans to link the APS Job Family Framework across State and Territory jurisdictions?

Currently, there are no plans to link the APS Job Family Framework across State and Territory jurisdictions. The APS JFF reflects occupations specific to the work the APS performs. These occupations are linked back to the wider Australian labour market through the ANZSCO mapping of each JFF job role. We are working closely with the Statistical Infrastructure team at the Australian Bureau of Statistics, who are the domain owners of ANZSCO, to ensure our mapping back to the labour market is the most reliable it can be, given current structure of ANZSCO.

State and Territory Jurisdictions have specific work they perform, and a large variety of roles that are not reflected in the work the APS does. State and Territory jurisdictions generally only map their workforce to ANZSCO for the purpose of reporting to federal entities.

We are able to link in with the broader public sector in Australia through ANZSCO mapping and tapping into broader Australian labour market datasets and insights.

The APS Centre of Excellence for Workforce Planning welcomes enquires from our public sector colleagues across Australia, and invite them to view the [APS Job Family Framework resources](#) available online. We have supported some of our jurisdictional colleagues to start establishing their own Job Family structures.

8. Will the Job Family Framework be affected by the ANZSCO review currently being undertaken by the ABS?

Any changes made to ANZSCO under the ABS review will be taken into account and reflected when the APSC Job Family Framework is reviewed.

From close collaboration with our colleagues in the Statistical Infrastructure team at the Australian Bureau of Statistics, who are the domain owners of ANZSCO and are leading the current limited review of the model, we identified that the impact of the review on our current Job Family Framework will be extremely minimal. The Terms of Reference for the 2021 ANZSCO review can be accessed at <https://www.abs.gov.au/articles/updating-australian-and-new-zealand-standard-classification-occupations>.

9. Do shared services hubs provide a HRIS solution that incorporates ANZSCO mapping?

The APS Job Family Framework incorporates mapping to ANZSCO within the framework. This removes any need for provider hubs to add an ANZSCO mapping field.

However, you may have a specific requirement to report against ANZSCO occupational codes - for example a request from your local state government for the purpose of some mandatory employee reporting. If you wish to fully automate that reporting, you will need to check with your shared services provider hub if they incorporate ANZSCO within their Job Family architecture in the HRIS. Please note that provide hubs may charge you for this additional mapping.

You are always able to link to ANZSCO from the mapping within the APS Job Family Framework document.