

# **Joint Standing Committee on Foreign Affairs, Defence and Trade**

Review of the Defence Annual Report – 17 February 2017

## **ANSWER TO QUESTION ON NOTICE**

Department of Defence

**Topic:** Job Families

**Question reference number:** 25

**Senator:** Fawcett

**Type of question:** asked on Friday, 17 February 2017, Hansard page 15

**Date set by the committee for the return of answer:** 14 March 2017

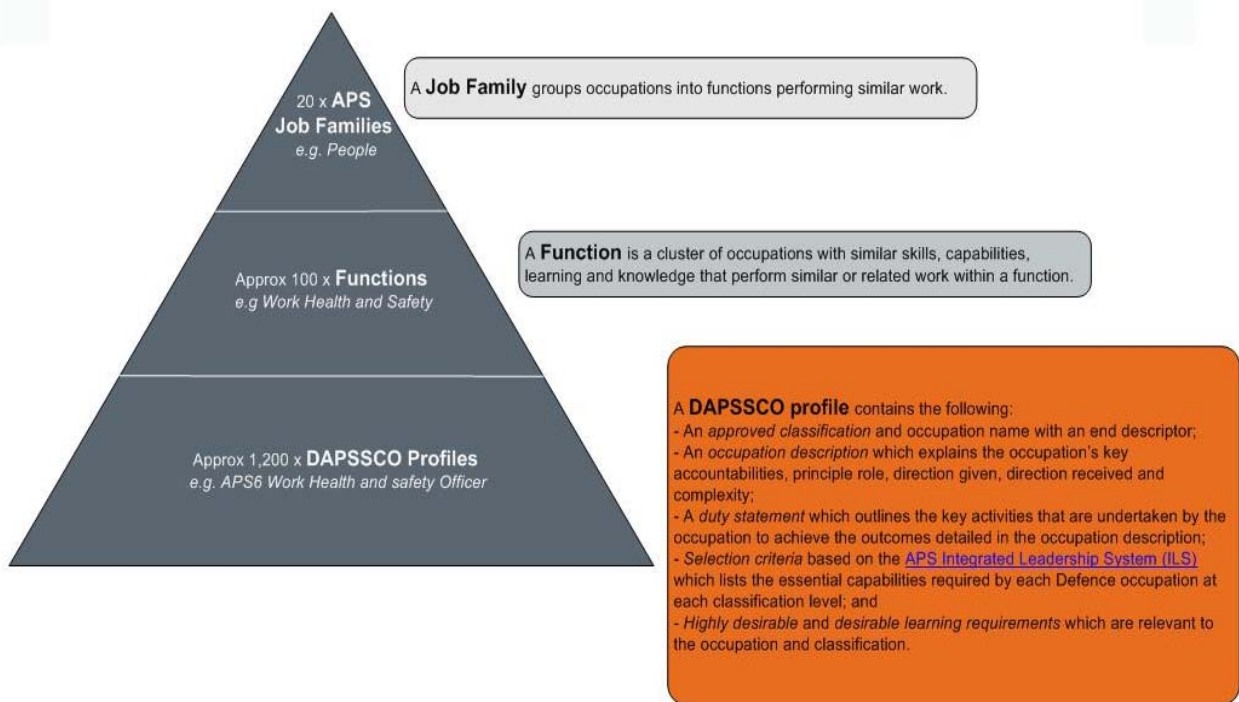
### **Question:**

**Senator FAWCETT:** Mr Sargeant, I may get you to come back, to give a little more clarity, on notice, if you could, about how you are using that concept of job families for the requirements of particular positions. You would be aware that I have raised this a number of times in the past, the simple analogy that a senior orthopaedic surgeon is a very different person from a senior neurosurgeon but they are in the same job family at the similar level. Quite often, we see people put into a square hole when they are a round peg. I am just interested to understand, with some clarity, how this concept of job families is helping us understand where the real competence gaps are between positions and people who are available to fill them.

### **Answer:**

The Australian Public Service in Defence, is large, integrated and dynamic and changes to ensure delivery of Government requirements. The Australian Public Service performs a range of diverse work activities to operate and support Defence capabilities. Job Families provide a capability view of the Australian Public Service workforce, rather than an organisational structure or workforce number perspective. Viewing the Australian Public Service workforce through a Job Family lens enables planning for learning and development requirements, performance and talent management. Defence uses the Defence Australian Public Service Classification of Occupation (DAPSSCO) Profile to outline the specifics about occupations. The Occupation Profile provides the delineation between specific types of roles.

The structural representation of the Job Family model is represented in the diagram below:



Updated April 2017

Referring to the medical analogy, an example of how Psychologists are employed is as follows:

Psychologists are part of the Health Job Family in a Psychology Function. If there is a requirement for a specific type of Psychologist (such as a clinical psychologist versus organisational psychologist), this requirement would be reflected in the Occupation Profile with mandatory qualifications being stated.