



SES Accountabilities for data

As an SES officer, you are accountable and responsible for data in your business, including ensuring appropriate management and use of data and supporting efforts to build APS data capabilities

There are some data accountabilities you CANNOT delegate:

- Maintain **awareness** of all data under your management and have **appropriate protections** in place
- Support **implementation of cultural change** led by SES officers in data roles and actively ensure stakeholders are kept informed during times of change
- Support implementation of good practices across the agency consistent with whole of government guidance such as the Data Ethics Framework and the Framework for the Governance of Indigenous Data
- Build and **sustain relationships with senior data leaders** within your organisation
- Encourage and motivate people to engage in continuous learning to increase baseline data skills

You CAN delegate some of your data responsibilities:

- Value data as an asset and invest in good management and use
- Use quality data to inform decisions
- Identify and address gaps in data collection and quality
- Ensure business areas in your reporting line comply with data governance arrangements
- Manage risks to data assets in line with your agency's risk management policy
- Ensure data sharing and access arrangements are appropriate, safe and in line with legislative obligations and your agency's data governance framework
- Appropriately resource your teams to perform data functions to improve overall performance and deliver business unit outcomes, and engage in succession planning
- Facilitate cooperation within and between organisations and promote reciprocal data sharing to build skills, experience and knowledge

You should have a minimum level of data skills

Even if you don't regularly handle data directly, you should still have appropriate skills to ensure you can meet your accountabilities for data. If necessary, consider including data learning and development in your next performance agreement



Your accountabilities form part of a broader data governance system

Principles to strengthen SES accountabilities for data

1. All agencies have a **data strategy** outlining how data use will support business objectives and priorities
2. All agencies have a **Chief Data Officer (CDO)**
3. All agencies have a **Data Champion** (generally the CDO)
4. All agencies have an Indigenous Data Champion (could be the CDO if appropriate)
5. All agencies with significant data holdings have **Senior Data Stewards** (or equivalent)
6. All **SES officers have data accountabilities**
7. All agencies **clearly define roles and responsibilities for data**

Key data roles and accountabilities



Chief Data Officer: accountable for enterprise-wide governance and use of data as an asset and building agency data capabilities



Senior Data Stewards / Domain Data Stewards: accountable for facilitating effective day-to-day management of data collected and held by an agency within a defined data domain or business area



Data Champion: Support an agency to implement best practice use, sharing and re-use of data within the agency and across the APS. This is a leadership role best suited to SES officers—generally the CDO.



Indigenous Data Champion: provides guidance and support in the governance and management of Indigenous data assets.



All SES Officers: accountable for proper use of government data within their areas of business responsibility and for supporting efforts to build APS data capabilities.

Find out more: more detail about accountabilities for data can be found in the [full SES Accountabilities for data report](#).

Have more questions? Contact your agency's Data Champion, or refer to your agency's Data Strategy or the Government's [Data and Digital Government Strategy](#).