

Data Steward

FF08 Data, analytics and AI · ISCO-08 252 · CBS 0812 System administrators and network specialists · seniority medior · Also known as: Data Quality Officer, Data Custodian

Keeps definitions, quality and ownership of data in order and holds departments to agreements on recording and use of data.

The data steward is the daily point of contact for the meaning and quality of data in a domain and maintains the associated registers and agreements. Unlike the data architect, this role does not design structure, and unlike the analyst the end product is not insight but usable and accountable data. Selection reads this role as administrative, while it actually depends on organisational awareness and perseverance: departments claiming to have no time must still be held to their recording agreements.

Key figures for this profile

27 skills · 3 competencies to measure · 5 knockout skills · centre of gravity: Digital, data and AI 58%, Cognitive ability and problem solving 16%, Communication and influence 7%

1 Competencies to measure

These are the behavioural and ability constructs in this profile. Each one shows which hrmforce questionnaire measures it.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Numerical reasoning Knockout	 N4	Ability Scan	Cognitive ability test	Combines two data sources, calculates the development over time and explains which calculation step leads to which result.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Curiosity and exploring Competency (50-framework): Learning Ability		Big Fifty, 15PF, Motivation	Personality questionnaire	Gathers information on new methods outside the own team and brings findings into the work meeting unprompted.
Dealing with ambiguity Competency (50-framework): Flexibility		Big Fifty, Mental Resilience (4C), Competency Check	Situational Judgement Test	Formulates explicit assumptions when information is missing, proceeds on that basis and revises the approach once new data arrives.

2 Full skill profile

Every skill in this profile, sorted by weight. The behavioural anchor under each skill belongs to the target level.

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Assessing data quality Establishes the data quality framework for the entire organisation and decides which sources count as reliable.	■■■■■ N5	5	yes	Work sample test	Work sample test, Knowledge test (client-specific)
V	Data governance and ownership Establishes the organisation's data governance model and holds executives to their role as owners of data.	■■■■■ N5	5	yes	Structured interview	Structured interview, Portfolio
A	Numerical reasoning Combines two data sources, calculates the development over time and explains which calculation step leads to which result.	■■■■■ N4	5	yes	Cognitive ability test	Ability Scan
V	Data analysis Selects analysis methods for an open question, turns raw data into a working file and supports every conclusion with figures.	■■■■■ N4	5	yes	Work sample test	Ability Scan, Work sample test
K	Basic statistical interpretation Interprets correlations, confidence intervals and significance in a report and points out where cause and effect are not established.	■■■■■ N4	5	yes	Knowledge test	Ability Scan, Knowledge test (client-specific)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Data classification and retention Determines classification and retention period for an information flow and checks whether clean up happens as planned.	 N4	5	no	Knowledge test	Knowledge test (client-specific), Work sample test
V	Critical thinking and source evaluation Detects fallacies and selective evidence in reports and states which conclusion the data do support.	 N4	4	no	Work sample test	Competency Check, Work sample test
V	Visual communication and data storytelling Chooses a fitting chart type per message, removes unnecessary styling and writes the conclusion above the figure.	 N4	4	no	Work sample test	Work sample test, Portfolio
V	holding others to agreements Also addresses colleagues outside own team about agreements, names the consequence and follows up on the new agreement.	 N4	4	no	Assessment centre	360 Feedback, Competency Check
V	Data visualisation Chooses the chart type per message, removes redundant elements and explains why an alternative display would mislead.	 N4	4	no	Work sample test	Work sample test, Portfolio

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Reporting and dashboard building Designs a dashboard together with the user, chooses indicators and definitions and processes user feedback into new versions.	 N4	4	no	Work sample test	Work sample test, Portfolio
V	Data modelling Designs a logical data model for a defined domain, normalises where needed and discusses choices with users and developers.	 N4	4	no	Work sample test	Knowledge test (client-specific), Work sample test
K	Complying with privacy and data protection Tests a new working method against the privacy rules, names the legal basis and records the processing in the register.	 N4	4	no	Knowledge test	Knowledge test (client-specific)
K	Governance and compliance Tests intended working methods against law and internal rules and submits deviations with substantiation to the responsible officer.	 N3	4	no	Knowledge test	Knowledge test (client-specific)
V	Systems thinking Maps the chain around a bottleneck, points out the feedback loop and predicts the effect of an intervention.	 N3	3	no	Work sample test	Competency Check, Work sample test

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Methodical working Chooses a suitable method for a new task, records the steps and sticks to them under time pressure.	 N3	3	no	On-the-job observation	Competency Check, Work sample test
V	Advisory skill Reframes the question behind the question, offers two supported options with consequences and agrees a decision moment.	 N3	3	no	Assessment centre	Competency Check, Structured interview
G	Curiosity and exploring Gathers information on new methods outside the own team and brings findings into the work meeting unprompted.	 N3	3	no	Personality questionnaire	Big Fifty, 15PF, Motivation
V	Data management and storage Independently manages data collections, plans maintenance and recovery actions and tests whether a restore actually works.	 N3	3	no	Work sample test	Knowledge test (client-specific), Work sample test
K	GDPR and privacy in practice Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	 N3	3	no	Knowledge test	Knowledge test (client-specific)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Selecting and implementing AI applications Compares applications on requirements, risk and cost, runs a pilot and guides colleagues through adoption.	 N3	3	no	Structured interview	Structured interview, Portfolio
V	AI governance and responsible use Tests intended AI use against policy and legislation, records the trade off and arranges human oversight of decisions.	 N3	3	no	Knowledge test	Knowledge test (client-specific), Structured interview
V	Recognising AI risk and bias Examines outcomes per group or situation, identifies where the system falls short and proposes measures or extra checks.	 N3	3	no	Work sample test	Knowledge test (client-specific), Work sample test
V	multidisciplinary collaboration Maps the issue with specialists from different disciplines and formulates a joint approach with a clear division of roles.	 N3	2	no	Assessment centre	360 Feedback, Competency Check
V	Programming Adjusts existing code as directed, runs it and reports error messages that cannot be resolved alone.	 N2	2	no	Work sample test	Work sample test, Knowledge test (client-specific)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	Dealing with ambiguity Formulates explicit assumptions when information is missing, proceeds on that basis and revises the approach once new data arrives.		1	no	Situational Judgement Test	Big Fifty, Mental Resilience (4C), Competency Check
K	Machine learning fundamentals States the difference between supervised and unsupervised learning and which data a model needs to learn.		1	no	Knowledge test	Knowledge test (client-specific)

3 Levels per seniority

The same profile with the job family seniority adjustment applied. Target levels are clamped to 1 to 5.

Skill	medior	senior
Assessing data quality	N5	N5
Data governance and ownership	N5	N5
Numerical reasoning	N4	N5
Data analysis	N4	N5
Basic statistical interpretation	N4	N5
Data classification and retention	N4	N5
Critical thinking and source evaluation	N4	N5
Visual communication and data storytelling	N4	N5
holding others to agreements	N4	N5
Data visualisation	N4	N5
Reporting and dashboard building	N4	N5
Data modelling	N4	N5
Complying with privacy and data protection	N4	N5
Governance and compliance	N3	N4
Systems thinking	N3	N4
Methodical working	N3	N4
Advisory skill	N3	N4
Curiosity and exploring	N3	N4
Data management and storage	N3	N4
GDPR and privacy in practice	N3	N4
Selecting and implementing AI applications	N3	N4
AI governance and responsible use	N3	N4
Recognising AI risk and bias	N3	N4

Skill	medior	senior
multidisciplinary collaboration	N3	N4
Programming	N2	N2
Dealing with ambiguity	N3	N4
Machine learning fundamentals	N2	N2

4 The proficiency scale

Level	Label	Autonomy	Complexity	Scope	Depth of knowledge
N1	Guided	works under supervision and follows instruction	routine, one variable at a time	own task	basic understanding of terminology
N2	Applying	works independently within set frameworks	familiar situations with limited variation	own role	working knowledge, applies standard approach
N3	Proficient	sets own approach and seeks input proactively	several variables, some ambiguity	own team or process	thorough knowledge, weighs alternatives
N4	Advanced	directs others and decides on the approach	complex, with conflicting interests	several teams or a department	in-depth knowledge, advises others
N5	Leading	sets the standard and the policy	strategic, under high uncertainty	organisation, value chain or profession	authority, advances the profession

5 Behavioural anchors per skill

Anchors sit at N1, N3 and N5. N2 and N4 are deliberately not anchored: raters interpolate between them, following the O*NET convention.

Skill	N1	N3	N5
Assessing data quality Checks data sets for completeness, accuracy, duplicates and timeliness, describes the defects found and determines whether the data is usable.	Works through a checklist on a supplied data set and reports missing or duplicate records to the person responsible.	Defines validation rules for a data source, quantifies the defects and advises whether the data is fit for use.	Establishes the data quality framework for the entire organisation and decides which sources count as reliable.
Data governance and ownership Records who owns and stewards which data, which definitions apply and how decisions about data use are made.	Maintains the register of data owners and definitions as instructed and reports ambiguities to the coordinator.	Assigns ownership for a data domain, has definitions agreed and records decision making about data use traceably.	Establishes the organisation's data governance model and holds executives to their role as owners of data.

Skill	N1	N3	N5
Numerical reasoning Works with numbers, ratios and tables and draws conclusions from them about quantities, trends and relationships in numerical material.	Reads a simple table, names the highest and lowest value and calculates a percentage using a calculator.	Combines two data sources, calculates the development over time and explains which calculation step leads to which result.	Sees in complex number series which assumptions determine the outcome and sets the calculation logic that others in the organisation follow.
Data analysis Prepares and analyses data sets to find patterns, relationships and outliers and connects the outcomes to the original question.	Carries out a predefined analysis step on a supplied data set and records the outcome in the agreed format.	Selects analysis methods for an open question, turns raw data into a working file and supports every conclusion with figures.	Sets the organisation's analysis standards, reviews the analyses of others and establishes new analysis methods in the profession.
Basic statistical interpretation Knows and interprets basic statistical concepts such as spread, correlation, confidence interval and significance and states what an outcome does and does not show.	Reads mean, spread and counts correctly from a table and checks what a percentage exactly represents.	Interprets correlations, confidence intervals and significance in a report and points out where cause and effect are not established.	Reviews the statistical basis of organisation wide decisions and trains others in the correct interpretation of results.
Data classification and retention Classifies information by sensitivity and importance, links retention periods to it and ensures deletion and archiving actually happen.	Assigns a classification label according to the scheme and refers unclear cases to the administrator.	Determines classification and retention period for an information flow and checks whether clean up happens as planned.	Designs the organisation's classification and retention policy and accounts for it in audits and supervision.
Critical thinking and source evaluation Tests claims for logic, evidence and the interest of the source and thereby distinguishes facts from opinions and assumptions.	Asks what a claim is based on and checks whether the source is named and can be found.	Detects fallacies and selective evidence in reports and states which conclusion the data do support.	Sets the assessment criteria for sources and claims, including for texts made by artificial intelligence, and enforces them organisation wide.

Skill	N1	N3	N5
Visual communication and data storytelling Presenting figures and processes in charts, graphs and diagrams that support the message and lead the reader to the correct conclusion.	Creates a chart in an existing template, adds a title and names the unit shown on the axis.	Chooses a fitting chart type per message, removes unnecessary styling and writes the conclusion above the figure.	Sets guidelines for visualisation and dashboard use across the organisation and judges whether displayed figures represent reality fairly.
holding others to agreements Approaching others when agreements or standards are not met, naming the gap and recording a new agreement together with them.	Addresses a direct colleague about an agreement that was not met and asks when it will be done.	Also addresses colleagues outside own team about agreements, names the consequence and follows up on the new agreement.	Addresses executives and partners on compliance with agreements and anchors that practice in the organisation's way of working.
Data visualisation Turns data into charts and visual displays that show the message correctly, chooses suitable chart types and avoids misleading presentation.	Creates a chart following an example, completes axes and labels and checks whether the figures are correct.	Chooses the chart type per message, removes redundant elements and explains why an alternative display would mislead.	Sets the organisation's visualisation guidelines and judges whether reports by others represent the data honestly.
Reporting and dashboard building Builds recurring reports and dashboards that show the right indicators for an agreed audience and keeps their definitions up to date.	Fills an existing dashboard or report template with current figures and checks the display for errors.	Designs a dashboard together with the user, chooses indicators and definitions and processes user feedback into new versions.	Determines which management information the organisation uses and keeps definitions unambiguous across all reporting.
Data modelling Describes data and its relationships in a model with entities, attributes and keys that matches the work process.	Extends an existing data model with new fields following the applicable naming conventions and has the work reviewed.	Designs a logical data model for a defined domain, normalises where needed and discusses choices with users and developers.	Sets the organisation's modelling standards and core data model and decides on deviations from them.

Skill	N1	N3	N5
Complying with privacy and data protection Processes personal data according to the applicable privacy rules, knows the legal bases and acts on requests and data breaches by procedure.	Shares personal data only through the approved systems and reports a suspected data breach immediately to the contact person.	Tests a new working method against the privacy rules, names the legal basis and records the processing in the register.	Sets the privacy policy of the organisation, decides on processing agreements and is the contact point for the supervisory authority.
Governance and compliance Knowing which laws, codes of conduct and internal rules apply to the own field and how supervision, mandate and accountability are arranged in the organisation.	Names the main rules for the own work and looks up the applicable procedure when in doubt.	Tests intended working methods against law and internal rules and submits deviations with substantiation to the responsible officer.	Draws up the governance framework of the organisation, defines mandates and oversight arrangements and accounts for compliance to external supervisors.
Systems thinking Describes how parts of a process or organisation influence each other, including feedback, delay and unintended effects.	Names who or what depends on the own task earlier and later in the process.	Maps the chain around a bottleneck, points out the feedback loop and predicts the effect of an intervention.	Models the interplay between departments, market and regulation and shifts the intervention to the point with the greatest leverage.
Methodical working Follows a fixed and traceable method for tasks, with steps, documentation and checks, so that others can repeat the work.	Completes the steps of a prescribed procedure in the right order and records the result.	Chooses a suitable method for a new task, records the steps and sticks to them under time pressure.	Writes the working methods for the field, has them tested in practice and revises them at fixed moments.
Advisory skill Sharpening the question of a client and delivering a well founded recommendation in a way that the receiver adopts and implements it.	Supplies requested information and explains a standard recommendation following the fixed structure used by the team.	Reframes the question behind the question, offers two supported options with consequences and agrees a decision moment.	Advises the board on issues with conflicting interests, challenges established assumptions and safeguards the quality of advice across the organisation.

Skill	N1	N3	N5
Curiosity and exploring Asks questions about the unfamiliar, seeks out new topics and perspectives unprompted and explores them further than the work strictly requires.	Asks follow up questions during an explanation about a new topic and reads the background material provided.	Gathers information on new methods outside the own team and brings findings into the work meeting unprompted.	Explores developments outside the sector systematically, connects unexpected findings and puts new themes on the agenda of the organisation.
Data management and storage Manages storage, access and lifecycle of data collections, applies changes in a controlled way and ensures backups and recovery work.	Carries out assigned maintenance tasks on a data collection and records every change in the log.	Independently manages data collections, plans maintenance and recovery actions and tests whether a restore actually works.	Determines how data storage is organised for the organisation and decides on platforms, retention methods and continuity requirements.
GDPR and privacy in practice Knows privacy legislation requirements for own work, which legal basis and retention period apply and recognises when notification is required.	Processes personal data only according to the applicable work instruction and refers doubtful cases to the privacy officer.	Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	Sets privacy policy, decides on high risk processing operations and represents the organisation towards the supervisory authority.
Selecting and implementing AI applications Selects AI applications based on work need, cost, risk and fit with existing systems and guides adoption through to actual use.	Tests a designated AI application in own work and reports what proved usable and what did not.	Compares applications on requirements, risk and cost, runs a pilot and guides colleagues through adoption.	Determines which AI applications the organisation uses, decides on scaling up and accounts for the choices made.
AI governance and responsible use Applies rules and agreements on permitted AI use, records where AI was used and ensures people remain accountable for decisions.	Uses AI only within permitted use, shares no confidential data and states where AI was used when this is required.	Tests intended AI use against policy and legislation, records the trade off and arranges human oversight of decisions.	Drafts the organisation's AI policy, sets up its oversight and accounts for it to regulators and clients.

Skill	N1	N3	N5
Recognising AI risk and bias Recognises where an AI system works systematically skewed or unreliably for groups or situations and names consequences and possible measures.	States that AI output can be skewed by the data used and refers striking outcomes to a colleague.	Examines outcomes per group or situation, identifies where the system falls short and proposes measures or extra checks.	Sets the assessment frameworks for AI fairness and risk and decides whether a system may remain in use.
multidisciplinary collaboration Working with people from other disciplines by learning their language and methods and establishing shared starting points for the joint work.	Asks a colleague from another discipline what technical terms mean and summarises the answer back to them.	Maps the issue with specialists from different disciplines and formulates a joint approach with a clear division of roles.	Sets up lasting forms of collaboration between disciplines and settles conflicts between professional standards on the basis of the organisational interest.
Programming Writes, reads and improves working program code in at least one language, splits a problem into steps and tests own solution.	Adjusts existing code as directed, runs it and reports error messages that cannot be resolved alone.	Independently builds a function or module from the requirement, chooses suitable structures and keeps the code readable and tested.	Sets programming standards and language choices for the organisation and reviews others' code for quality and maintainability.
Dealing with ambiguity Works on when the assignment, information or division of roles is incomplete or contradictory, makes workable assumptions and tests them once more becomes clear.	Asks what is meant when an assignment is unclear and then works according to the answer given.	Formulates explicit assumptions when information is missing, proceeds on that basis and revises the approach once new data arrives.	Sets direction under high uncertainty, makes the remaining uncertainty explicit and keeps the organisation moving until a decision can be taken.
Machine learning fundamentals Knows the main forms of machine learning, the role of training data and concepts such as overfitting, validation and model performance in plain language.	States the difference between supervised and unsupervised learning and which data a model needs to learn.	Explains how a model is trained and validated and judges whether reported performance figures are credible.	Sets requirements for model development in the organisation and reviews third party models on design and evidence.

6 Assessment methods and validity

The validities are the corrected meta-analytic estimates from Sackett, Zhang, Berry and Lievens (2022) in the Journal of Applied Psychology, which replace the older Schmidt and Hunter (1998) figures. The spread matters as much as the mean: with a high SD, validity varies strongly by context.

Assessment method	rho	SD	What it is
Work sample test	0.33	0.09	The candidate performs a representative work sample under standardised conditions.
Structured interview	0.42	0.19	Behaviour-based interview with fixed questions and a rating scale per question.
Cognitive ability test	0.41	0.14	Standardised test of verbal, numerical or abstract reasoning.
Knowledge test	0.40	0.13	Test of declarative job knowledge, usually assembled per client.
Assessment centre	0.29	0.09	Multiple exercises, multiple assessors, dimension-wise scoring.
On-the-job observation	-	-	Structured workplace observation with a form based on behavioural anchors.
Personality questionnaire	0.40	0.15	Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.
Situational Judgement Test	0.12	0.11	Scenario with response options, scored on knowledge or behavioural tendency.

7 Assessment instruments for this job

hrnforce instrument	Skills	What it measures
Work sample test	13	Representative work sample under standardized conditions
Knowledge test (client-specific)	12	Professional knowledge test, customized for each client
Competency Check	7	Behavioral-Level Competency Assessment
Portfolio	5	Evaluation of prior work against fixed criteria
Structured interview	4	Behavioral interview with a fixed structure
Ability Scan	3	Aptitude Test: Verbal, Numerical, and Abstract Reasoning Skills
360 Feedback	2	Multiple assessments based on behavioral anchors

hrmforce instrument	Skills	What it measures
Big Fifty	2	Personality questionnaire, 150 items, 25 factors
15PF	1	Personality Profile, a shorter alternative to the Big Fifty
Motivation	1	Drivers and sources of motivation
Mental Resilience (4C)	1	Mental Resilience According to the 4C Model

8 How to use this profile

1. Agree the profile with the hiring manager before the first candidate is measured. Weights shifted afterwards make the outcome indefensible.
2. Choose the assessment method per skill from the Assessment method column. Combine at most three methods per candidate.
3. Calibrate the assessors in a two-hour session using the anchors in chapter 5. Anchors without rater training deliver little.
4. Fill in the match calculator and discuss the gaps in the development conversation. Type A and type G are selection criteria, not one-quarter development goals.

Source: hrmforce Skills Framework 2.0, version 2.0.0, built 2026-09-08. Crosswalks to ESCO v1.2.1, O*NET 31.0, Lightcast Open Skills, SFIA 9, DigComp 3.0, EntreComp, LifeComp, GreenComp, Allit, WEF Future of Jobs 2025, ISCO-08 and the Dutch CBS occupational classification BRC 2014 edition 2025. This profile is a starting point, not a standard: align it with your own organisation before selecting on it.