Document 1

s 22(1)(a)(ii)

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IDENTIFYING CORE WORK

RELEVANT JOB FAMILY *[One job family per row. Multiple rows can be added for the same job family]*	RELEVANT JOB FUNCTION *[Optional]*	WHAT WORK DOES YOUR AGENCY CONSIDER CORE? e.g. strategic policy, compliance case manager, drafting legislation *[Free text]*
Policy	*Policy design*	*APS-wide: Developing cabinet submissions once they are in a Cabinet classified environment, and drafting cabinet submission recommendations at any stage of policy development*
Legal and parliamentary	*Legislation*	*APS-wide: Drafting legislation and regulation*
Policy	*Policy design*	*APS-wide: Leading policy formulation*
Senior Executive	*Strategic leadership*	*APS-wide: Roles on the agency's executive team*
Accounting and Finance	*Procurement and contracting*	*APS-wide: Undertaking procurement and managing contracts*
Accounting and Finance	*Budget, costs and financial analysis*	*APS-wide: Standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence)*
Service delivery	*Program delivery*	*APS-wide: Delivering programs* s 22(1)(a)(ii)
Service delivery	*Program delivery*	*APS-wide: Managing grants*
Intelligence	*Intelligence analysis*	*Intelligence Analyst/Collector -* s 22(1)(a)(ii)
Intelligence	*Intelligence analysis*	*Surveillance Operatives -* s 22(1)(a)(ii)
Intelligence	*Security*	*Personnel Security –* s 22(1)(a)(ii)
Intelligence	*Security*	*Cyber Security –* s 22(1)(a)(ii)
Legal and parliamentary	*Lawyer / legal advisor*	*Legal Advice and services -* s 22(1)(a)(ii)
Legal and parliamentary	*Lawyer / legal advisor*	*Examinors -* s 22(1)(a)(ii)
Legal and parliamentary	*Lawyer / legal advisor*	*Counsel Assisting -* s 22(1)(a)(ii)
Human Resources	*Human resources strategic*	*Human Resources Strategy -* s 22(1)(a)(ii)
Human Resources	*Human resources operational*	*Human Resources Service Delivery -* s 22(1)(a)(ii)
Service delivery	*Training*	*Training and Development -* s 22(1)(a)(ii)
Data and research	*Research*	*AIC –* s 22(1)(a)(ii)
Data and research	*Research*	*Data Analysis -* s 22(1)(a)(ii)
Monitoring and audit	*Risk*	*Integrity Officers –* s 22(1)(a)(ii)
Information and knowledge management	*Information governance and knowledge*	*Data Management –* s 22(1)(a)(ii)
Monitoring and audit	*Risk*	*Risk Analysts –* s 22(1)(a)(ii)
Administration	*Operational support*	*Operations Coordination –* s 22(1)(a)(ii)
Policy	*Policy design*	*Operational Psychology –* s 22(1)(a)(ii)
Human Resources	*Organisational design*	*Operational Psychology –* s 22(1)(a)(ii)
Administration	*General administrative support*	*Police Checking Services -* s 22(1)(a)(ii)
Portfolio Program and Project Management	*Project*	*Business Analysts* s 22(1)(a)(ii)
ICT and digital solutions	*IT Business management*	*Infastructure Engineering* s 22(1)(a)(ii)
ICT and digital solutions	*Solutions development*	*Network Management -* s 22(1)(a)(ii)
Portfolio Program and Project Management	*Project*	*Project Management*
ICT and digital solutions	*Solutions development*	*Software Management*
ICT and digital solutions	*Solutions implementation*	*Systems Analyst*
ICT and digital solutions	*Service delivery*	*Systems Specialists*
ICT and digital solutions	*Solutions implementation*	*Technical/Test Lead*

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THE AUSTRALIAN PUBLIC SERVICE STRATEGIC COMMISSIONING FRAMEWORK
REPORTING WORKBOOK

INSTRUCTIONS	MANDATORY	FOR INFORMATION ONLY	OPTIONAL

s 22(1)(a)(ii)

s 22(1)(a)(ii)

RELEVANT JOB FAMILY *[One job family per target. Multiple targets can be added for the same job family]*	RELEVANT JOB FUNCTION *[Optional]*	CORE WORK YOU WILL BRING IN HOUSE IN 2024-25 e.g. strategic policy, compliance case manager, drafting legislation *[Free text]*
ICT and digital solutions	*IT business management*	*Infastructure Engineering*
ICT and digital solutions	*Solutions development*	*Network Management*
Portfolio Program and Project Management	*Project*	*Project Management*
ICT and digital solutions	*Solutions development*	*Software Management*
ICT and digital solutions	*Solutions development*	*Systems Specialists*
Portfolio Program and Project Management	*Project*	*Business Analyst*
Portfolio Program and Project Management	*Project*	*Project Support*
Portfolio Program and Project Management	*Project*	*Program and Project Support*

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Document 2

OFFICIAL-SENSITIVE

Reporting workbook - APS Strategic Commissioning Framework

Instructions

This reporting workbook must be completed by agencies that employ staff under the *Public Service Act 1999* . Once complete it must be cleared by your agency's Chief Operating Officer and returned to the APSC by 12 September 2025 via SCF@apsc.gov.au.

Guidance is at the top of each tab. Agencies can also refer to guidance in the Strategic Commissioning Framework resources toolkit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework.

s 22(1)(a)(ii) [redacted]

4. Report on core work for Year 2 (2025-26) [redacted]

Background

This is the second year of agency reporting under the Strategic Commissioning Framework. The framework was released in October 2023 to help agencies reduce their reliance on contractors and consultants and prioritise APS employment for core work. The APSC supports agencies to implement the framework, monitors progress and reports annually to the Minister for the Public Service. The information reported will be used to support relevant APSC and cross-government work. Some information will also be reported publicly, including the extent to which your agency met Year 1 targets and your overall target for Year 2.

[redacted]

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OFFICIAL-SENSITIVE

Identify your agency's core work for 2025-26

Instructions

This tab collects information on your agency's core work, whether it is outsourced, and the expected barriers to bringing it in-house.
Please list the work your agency considers core for 2025-26. You can reuse the list of core work you reported in 2024-25 or make changes. Some work is considered core APS-wide (pre-filled for your convenience - please remove if your agency does not undertake this work).
By listing work as 'core' you are determining it should only be done in-house and should only be outsourced in limited circumstances (see definitions on tab "Definitions & contacts").

Notes

- In Column A, describe the work that your agency considers core. This can be particular tasks, functions and/or job roles – whatever is most meaningful for your agency. We suggest you keep this as high level as possible. Please do not include personal information.
- In Columns B and C, map your core work to the most relevant job family (and the job function if possible) using the drop down menus.
- Most agencies will have multiple rows, because they will have core work in more than one job family. You can use a single row for all core work in a particular job family, or use multiple rows for the same job family.
- For each row, please identify whether your agency currently outsources any of that core work. If yes, complete columns E to J about expected challenges to bringing this work in-house.

Background

For more information on core work visit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/core-work
Things to consider as you define your core work:

- integrity and managing risk/conflict of interest – what work is best done by public servants?
- capability gaps – do you need to break reliance on outsourcing relating to particular skills/capabilities, in order to meet future needs?
- legislated responsibilities, enduring functions, expected focus of future work
- stability and business continuity – what functions are best delivered by a stable employee base to ensure continuity of operations?
- commonality with agencies doing similar work – for instance, regulators or service delivery agencies may wish to touch base with each other as they identify their core work, to understand areas of natural alignment in what they consider 'core'.

Job family and job function drop down menus are mapped to the APS Job Family Framework: https://www.apsc.gov.au/initiatives-and-programs/aps-workforce-strategy-2025/workforce-planning-resources/aps-job-family-framework. While some agencies do not use the APS Job Family Framework, reporting by job family is essential to provide a consistent view across the APS.
For a list of the work your agency reported as core in 2024 please contact SCF@apsc.gov.au.

TYPE OF WORK **Describe your agency's core work** *(free text)* *(mandatory)*	**TYPE OF WORK** **Relevant job family** *(One job family per row. Multiple rows can be added for the same job family)* *(mandatory)*	**TYPE OF WORK** **Main job function if known** *(non-mandatory)*
APS-wide: Developing cabinet submissions once they are in a Cabinet classified environment, and drafting cabinet submission recommendations at any stage of policy development	*Policy*	*Policy design*
APS-wide: Drafting legislation and regulation	*Legal and parliamentary*	*Legislation*
APS-wide: Leading policy formulation	*Policy*	*Policy design*
APS-wide: Roles on the agency's executive team	*Senior Executive*	*Strategic leadership*
APS-wide: Undertaking procurement and managing contracts	*Accounting and Finance*	*Procurement and contracting*
APS-wide: Standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence)	*Accounting and Finance*	*Budget, costs and financial analysis*
APS-wide: Delivering programs	*Service delivery*	*Program delivery*
APS-wide: Managing grants	*Service delivery*	*Program delivery*
Technical IT Services	ICT and digital solutions	*IT business management*

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