

2024-25	
Type of Work	Relevant Job Family
Accounting, Budget Costs and Financial Analysis, General finance services including travel and credit card management, Procurement and Contracting.	Accounting and Finance
Executive Support, General Administrative Support.	Administration
Public Diplomacy, Writing and Editing, Media and relationship management.	Communications and Marketing
Regulation and compliance.	Compliance and Regulation
Data analysis, data management and reporting.	Data and Research
ICT Business Management, ICT Service Delivery, ICT Solutions Development and Implementation.	ICT and Digital Solutions
Librarianship, Information governance and knowledge.	Information and Knowledge Management
Foreign Policy, International Security Policy, Trade and International Investment, International Development policy and program management.	Policy
Ministerial/ Cabinet and Parliamentary Liaison, Corporate Law, International Law.	Legal and Parliamentary
Audit and risk management.	Monitoring and Audit
Human Resource Adviser, Payroll, Recruitment and internal deployment, training, strategic HR, Workplace Health and Safety, Workforce Planning, Workplace Relations.	Human Resources
Medical Officers, Psychologists.	Science and Health
Cyber Security, Personnel Security, Physical Security.	Intelligence
Leadership of the Department's core work areas.	Senior Executive
Passports policy and technology, passport client services and production, passports fraud and investigations, consular operations, consular operations, consular planning and strategy, crisis management.	Service Delivery
Locksmiths.	Trades and Labour
2025-26	
Type of Work	Relevant Job Family
Supporting the departments three core outcomes through delivery of financial services and governance across the department and overseas network.	Accounting and Finance
Supporting the departments three core outcomes through delivery of administrative and business management services across the department and overseas network.	Administration
Public diplomacy programs to support the Australian Government's objectives overseas. Internal communication programs to support the efficient running of the department.	Communications and Marketing
Overarching departmental governance, risk, and audit frameworks to ensure the effective and efficient running of the organisation.	Compliance and Regulation
Supporting the departments three core outcomes through statistical reporting. For example Passport and Consular statistics, corporate reporting, compliance reporting, and research services to support foreign, trade, and international development functions.	Data and research
Supporting the departments three core outcomes through delivery of ICT infrastructure and services across the department and overseas network.	ICT and digital solutions
Security services to support the department and overseas Australian Government network.	Intelligence
Consular and Passport services to the Australian community.	Service delivery
Bilateral, regional and multilateral policy development and engagement related to Australian Government foreign, trade, and international development priorities.	Policy
Oversight and delivery of large programs related to Australia's international development priorities.	Portfolio Program and Project Management
Senior leadership of Posts, Branches, Divisions, and Groups.	Senior Executive
Supporting the departments three core outcomes through legal services (corporate and international law functions). Support of the department's outcomes through engagement with parliamentary members and processes.	Legal and parliamentary
Supporting the overseas network through Medical support (clinics, medical travel policy and guidance) and Psychological services.	Science and Health
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
APS-wide: Drafting legislation and regulation	Legal and parliamentary
APS-wide: Leading policy formulation	Policy
APS-wide: Roles on the agency's executive team	Senior Executive

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 [s 22\(1\)\(a\)\(iii\)](#)

TYPE OF WORK Describe your agency's core work <i>(free text)</i> <i>(mandatory)</i>	TYPE OF WORK Relevant job family <i>(One job family per row. Multiple rows can be added for the same job family)</i> <i>(mandatory)</i>	TYPE OF WORK Main job function if known <i>(non-mandatory)</i>
Supporting the departments three core outcomes through delivery of financial services and governance across the department and overseas network.	Accounting and Finance	
Supporting the departments three core outcomes through delivery of administrative and business management services across the department and overseas network.	Administration	
Public diplomacy programs to support the Australian Government's objectives overseas. Internal communication programs to support the efficient running of the department.	Communications and Marketing	
Overarching departmental governance, risk, and audit frameworks to ensure the effective and efficient running of the organisation.	Compliance and Regulation	
Supporting the departments three core outcomes through statistical reporting. For example Passport and Consular statistics, corporate reporting, compliance reporting, and research services to support foreign, trade, and international development functions.	Data and research	
Supporting the departments three core outcomes through delivery of ICT infrastructure and services across the department and overseas network.	ICT and digital solutions	
Security services to support the department and overseas Australian Government network.	Intelligence	
Consular and Passport services to the Australian community.	Service delivery	
Bilateral, regional and multilateral policy development and engagement related to Australian Government foreign, trade, and international development priorities.	Policy	
Oversight and delivery of large programs related to Australia's international development priorities.	Portfolio Program and Project Management	
Senior leadership of Posts, Branches, Divisions, and Groups.	Senior Executive	
Supporting the departments three core outcomes through legal services (corporate and international law functions). Support of the department's outcomes through engagement with parliamentary members and processes.	Legal and parliamentary	
Supporting the overseas network through Medical support (clinics, medical travel policy and guidance) and Phychological services.	Science and Health	
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

s 22(1)(a)(ii)

THE AUSTRALIAN PUBLIC SERVICE STRATEGIC COMMISSIONING FRAMEWORK
REPORTING WORKBOOK

For entity action and noting:

In October 2023, the Strategic Commissioning Framework was released to help agencies reduce their reliance on contractors and consultants and prioritise APS employment for core work. As part of the framework, the APSC will monitor progress and will annually report to the Minister for the Public Service. Some information will also be reported publicly.

The framework applies to entities that employ staff under the *Public Service Act 1999*. As such, entities that employ staff under the *Public Service Act 1999* are required to complete this Reporting Workbook which requires information about:

- the entity's core work by job family. It will also capture whether this core work is being outsourced and challenges agencies may face to bring core work back in house over time.
- the annual targets that the entity will set. The annual targets should specify the type of work the agency anticipates bringing back in-house in the coming financial year at job family level with further description of key tasks, functions or job roles. Entities will provide the rationale for the change and estimated reductions in supplier expenditure (as a dollar figure, and as FTE where possible).

The Reporting Workbook will be provided directly to agencies as part of the APSC's process for the APS Agency Survey. Completed Reporting Workbooks will be uploaded through APS Agency Survey processes.

For further detail on the objectives of the Strategic Commissioning Framework please see: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework>

INSTRUCTIONS	MANDATORY	FOR INFORMATION ONLY	OPTIONAL
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Portfolio	Foreign Affairs and Trade
Entity	DFAT
Entity contact officer name and contact details	s 22(1)(a)(ii)
Date Completed	DD/MM/YYYY

CLEARANCE REQUIRED		CONTACT DETAILS	
Cleared by the Chief Operating Officer	<Yes>	Clair Walsh	
Date Cleared	DD/MM/YYYY	P:	<Insert>
		E:	<Insert>

DEFINITIONS (based on the Strategic Commissioning Framework)	
ASL	The average number of employees receiving wages or salaries over the financial year, with adjustments for casual and part-time staff to show the average full-time equivalent. ASL captures direct employment and does not include workers paid through a third party or employees on unpaid leave.
FTE	The number of full-time equivalent workers at a point in time. Part-time workers are converted to full-time equivalent. For example, two staff each working three days per week would be counted as 1.2 FTE.
Consultants	Individuals, partnerships or corporations procured by a government entity to provide professional or expert services or independent advice as part of a one-off or irregular task to support entity decision-making. The output reflects the independent view or findings of the consultancy or consultant, and the output may not belong to the contracting entity unless specifically required under the contract. Consultants generally operate under a lower level of direction and control, and the output may not belong to the entity.
Contractors	Individuals, sole traders or service providers procured by a government entity to perform a specialised role for a short and fixed-term. A contractor will generally hold requisite qualifications and licenses in their chosen field of work, and bring relevant industry experience to the role. Use of contractors are for short term arrangements involving a one-off or irregular tasks. The output is generally regarded a Commonwealth product and services are performed under the direction and supervision of the Commonwealth entity.
Labour Hire	Labour hire is a "triangular employment arrangement" where a government entity procures a labour hire company to provide a worker to undertake a temporary role which is often generalist in nature. There is no direct employment contract between the government entity and the individual employee. The labour hire company contracts the workers to provide that labour and is responsible for paying the worker. The output is generally regarded a Commonwealth product and is produced under the supervision of the Commonwealth entity.
Outsourced Service Providers	External services procured via commercial arrangement to deliver a function of Government to, or on behalf of, an entity.

IDENTIFYING CORE WORK

RELEVANT JOB FAMILY <i>[One job family per row. Multiple rows can be added for the same job family]</i>	RELEVANT JOB FUNCTION <i>[Optional]</i>	WHAT WORK DOES YOUR AGENCY CONSIDER CORE? e.g. strategic policy, compliance case manager, drafting legislation <i>[Free text]</i>
Accounting and Finance		Accounting, Budget Costs and Financial Analysis, General finance services including travel and credit card management, Procurement and Contracting.
Administration		Executive Support, General Administrative Support.
Communications and Marketing		Public Diplomacy, Writing and Editing, Media and relationship management.
Compliance and Regulation		Regulation and compliance.
Data and Research		Data analysis, data management and reporting.
ICT and Digital Solutions		ICT Business Management, ICT Service Delivery, ICT Solutions Development and Implementation.
Information and Knowledge Management		Librarianship, Information governance and knowledge.
Policy		Foreign Policy, International Security Policy, Trade and International Investment, International Development policy and program management.
Legal and Parliamentary		Ministerial/ Cabinet and Parliamentary Liaison, Corporate Law, International Law.
Monitoring and Audit		Audit and risk management.
Human Resources		Human Resource Adviser, Payroll, Recruitment and internal deployment, training, strategic HR, Workplace Health and Safety, Workforce Planning, Workplace Relations.
Science and Health		Medical Officers, Psychologists.
Intelligence		Cyber Security, Personnel Security, Physical Security.
Senior Executive		Leadership of the Department's core work areas.
Service Delivery		Passports policy and technology, passport client services and production, passports fraud and investigations, consular operations, consular operations, consular planning and strategy, crisis management.
Trades and Labour		Locksmiths.

s 22(1)(a)(ii)

Attachment D - Core Work

IDENTIFYING CORE WORK (Based on 1 July 2024 Group Contractor Reporting)			
RELEVANT JOB FAMILY <i>[One job family per row. Multiple rows can be added for the same job family]</i>	s 22(1)(a)(ii)	WHAT WORK DOES YOUR AGENCY CONSIDER CORE? e.g. strategic policy, compliance case manager, drafting legislation <i>[Free text]</i>	s 22(1)(a)(ii)
Accounting and Finance		Accounting, Budget Costs and Financial Analysis, General finance services including travel and credit card management, Procurement and Contracting.	
Administration		Executive Support, General Administrative Support.	
Communications and Marketing		Public Diplomacy, Writing and Editing, Media and relationship management.	
Compliance and Regulation		Regulation and compliance.	
Data and Research		Data analysis, data management and reporting.	
Engineering and Technical		Satellite Engineer	
ICT and Digital Solutions		ICT Business Management, ICT Service Delivery, ICT Solutions Development and Implementation.	
Information & Knowledge Management		Librarians and Records Management.	
Infrastructure		Estate Managers, Project Managers.	
Intelligence		Cyber Security, Personnel Security, Physical Security.	
International Relations		Foreign Policy, International Security Policy, Trade and International Investment, International Development policy and program management.	
Legal & Parliamentary		Ministerial/ Cabinet and Parliamentary Liaison, Corporate Law, International Law.	
Monitoring and Audit		Audit functions.	
Human Resources		Leadership of the Department's core work areas.	
Policy		Policy design and analysis.	
Portfolio, Program and Project Management		Project Management.	
Senior Executive		SES Equivalent Roles including thematic Ambassadors	
Service Delivery		Passport client services and production, consular operations, consular planning and strategy, crisis management.	
Science and Health		Medical Officers, Psychologists.	
Trades and Labour		Print Machine Operators (Passports printing). Locksmith services.	