

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	Employment and Workplace Relations
Entity	Office of the Fair Work Ombudsman
Entity contact officer name and contact details	s.22 - Irrelevant information
Date Completed	25/06/2024

CLEARANCE REQUIRED		CONTACT DETAILS	
Cleared by the Chief Operating Officer	Yes	Mark Scully Chief Operating Officer	
Date Cleared	25/06/2024	P:	s.47E(1) - Operators of agencies
		E:	

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.
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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>	DOES YOUR AGENCY OUTSOURCE ANY OF THIS CORE WORK? <i>[Select Yes/No from drop down list]</i>	EXPECTED OR KNOWN CHALLENGES TO BRINGING THIS CORE WORK IN-HOUSE <i>[Select Yes/No from drop down list. Select all that apply]</i>						HOW CHALLENGING IS IT TO BRING THIS WORK IN HOUSE? (ESTIMATE) <i>[Select from drop down list - 1 – Very difficult. 2 – Difficult. 3 – Neutral. 4 – Easy. 5 – Very easy]</i>
				Inability to recruit	Peaks or troughs in demand	Require independent advice	Temp need for technical or in demand	ASL	Free text	
Accounting and Finance	Finance	Ensure that financial management and expenditure within the agency delivers the best value for money to the Australian government and taxpayer	No							
Accounting and Finance	Procurement and contracting	Undertake procurement activity, prepare purchase orders, negotiate contracts, prepare variations, manage contracts, and monitor compliance	Yes		Yes		Yes	No	Some consultancy services to support poilicy review	3
Administration	Asset management	Maintain asset register, including planning and managing sourcing, disposal, and sustainment of all assets	No							
Administration	Executive support	Perform liaison, administration, coordination and organisational tasks in support of executives	No							
Administration	Facilities and property	Facilitate the efficient operation of metropolitan and regional offices	Yes		Yes			Yes	Target set for labour hire conversion	5
Communications and Marketing	Marketing	Provide advice, design and deliver communication strategies to cultivate the agency's narrative, brand and public messaging	Yes		Yes		Yes	No	Some translation services and mobile app development	1
Communications and Marketing	Public relations and stakeholder management	Plan and implement strategies to manage information and communication exchanges between the agency and the public, and the agency and the media	No							
Compliance and Regulation	Enforcement	Investigate alleged breaches of the Fair Work Act and take appropriate enforcement action in line with agency policy	No							
Compliance and Regulation	Investigation	Assess complaints or suspected breaches of workplace laws, awards and registered agreements and some Fair Work Commission orders	No							
Compliance and Regulation	Regulation / compliance	Undertake proactive activities, guided by our priorities, to educate, inform and ensure compliance with workplace laws	No							

Data and research	Data and research	Research, statistical and analytical services that inform the FWO's strategic and operational priorities	No							
Data and research	Numerical analysis	Prepare official statistics for external release, manage business intelligence program and deliver business reporting services	No							
Human Resources	Human resources operational	Provide employee attraction and recruitment services, including building and maintaining a diverse and inclusive working environment	No							
Human Resources	Human resources operational	Manage fortnightly pay cycle and assist with all pay and entitlement processing queries	No							
Human Resources	Human resources operational	Provide learning and development support services to all staff, and drive initiatives to build and maintain capability across the agency's workforce	Yes		Yes		Yes	No	Some specialist training services	1
Human Resources	Human resources strategic	Work with business areas to understand their workforce priorities and develop evidence-based and people-centred solutions that are aligned with business goals	No							
Human Resources	Work health and safety	Provide support to employees, managers and executive in relation to health and safety, workers compensation and case management	No							
ICT and digital solutions	Service delivery	Provide ICT operational support, asset management, ICT monitoring, incident management and disaster recovery services	No							
ICT and digital solutions	Service support	Provide systems, applications and software to support agency work, front line help services and IT infrastructure	No							
ICT and digital solutions	Solutions development	Provide technical development services, architecture subject matter expertise and technology implementation oversight	No							
Information and knowledge management	Information governance and knowledge	Provide best practice advice and support services to assist the agency to protect, manage and provide access to its information assets	No							
Intelligence	Intelligence analysis	Gather and analyse available information to develop strategic, operational and tactical intelligence regarding compliance with workplace laws	No							
Intelligence	Security	Provide advice and guidance on the security of employees, buildings and computer systems, analyse security weaknesses, and organise emergency strategies	No							
Legal and parliamentary	Lawyer / legal advisor	Provide legal advice, conduct and manage litigation, prepare and draft legal documents, conduct negotiations on behalf of the FWO	Yes		Yes		Yes	No	Some specialist counsel / legal services	1

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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)	Does your agency outsource any of this core work? (yes/no) (mandatory)	EXPECTED CHALLENGE to bringing this work in-house: Inability to recruit (yes/no) (mandatory)	EXPECTED CHALLENGE to bringing this work in-house: Peaks and troughs in demand (yes/no) (mandatory)	EXPECTED CHALLENGE to bringing this work in-house: Independence required (yes/no) (mandatory)	EXPECTED CHALLENGE to bringing this work in-house: Temp need for technical or in-demand skills (yes/no) (mandatory)	EXPECTED CHALLENGE to bringing this work in-house: Other (free text) (non-mandatory)	HOW CHALLENGING is it to bring this work in house? (estimate) (select from drop down list) (mandatory)
Ensure that financial management and expenditure within the agency delivers the best value for money to the Australian government and taxpayer	Accounting and Finance	Finance	No						
Undertake procurement activity, prepare purchase orders, negotiate contracts, prepare variations, manage contracts, and monitor compliance	Accounting and Finance	Procurement and contracting	Yes	yes	yes	no	no		very difficult 5
Maintain asset register, including planning and managing sourcing, disposal, and sustainment of all assets	Administration	Asset management	No						
Perform liaison, administration, coordination and organisational tasks in support of executives	Administration	Executive support	No						
Facilitate the efficient operation of metropolitan and regional offices	Administration	Facilities and property	no						
Provide advice, design and deliver communication strategies to cultivate the agency's narrative, brand and public messaging	Communications and Marketing	Marketing	Yes	no	yes	no	yes		very difficult 5
Plan and implement strategies to manage information and communication exchanges between the agency and the public, and the agency and the media	Communications and Marketing	Public relations and stakeholder management	No						
Investigate alleged breaches of the Fair Work Act and take appropriate enforcement action in line with agency policy	Compliance and Regulation	Enforcement	No						
Assess complaints or suspected breaches of workplace laws, awards and registered agreements and some Fair Work Commission orders	Compliance and Regulation	Investigation	No						
Undertake proactive activities, guided by our priorities, to educate, inform and ensure compliance with workplace laws	Compliance and Regulation	Regulation / compliance	No						
Research, statistical and analytical services that inform the FWO's strategic and operational priorities	Data and research	Data and research	No						
Prepae official statistics for external release, manage business intelligence program and deliver business reporting services	Data and research	Numerical analysis	No						
Provide employee attraction and recruitment services, including building and maintaining a diverse and inclusive working environment	Human Resources	Human resources operational	No						
Manage fortnightly pay cycle and assist with all pay and entitlement processing queries	Human Resources	Human resources operational	No						

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