

Please note: AOFM has no contractor workforce - all work is currently undertaken by APS staff ONLY. No 'Core Work' to bring in house.

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

Portfolio	Treasury Portfolio
Entity	Australian Office of Financial Management
Entity contact officer name and contact details	s 22
Date Completed	30/06/2024

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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	
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	No							
Legal and parliamentary	Legislation	APS-wide: Drafting legislation and regulation	No							
Policy	Policy design	APS-wide: Leading policy formulation	No							
Senior Executive	Strategic leadership	APS-wide: Roles on the agency's executive team	No							
Accounting and Finance	Procurement and contracting	APS-wide: Undertaking procurement and managing contracts	No							
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)	No				Yes			
Service delivery	Program delivery	APS-wide: Delivering programs	No							
Service delivery	Program delivery	APS-wide: Managing grants	No							
Accounting and Finance	Finance	make policy-driven investments in securitisation markets	No							
Accounting and Finance	Finance	Settling obligations arising from Commonwealth's borrowing and investment activities	No							
Accounting and Finance	Finance	manage Government cash and debt portfolios	No							
Accounting and Finance	Finance	issue debt securities on behalf of the Australian Government	No							
Portfolio Program and Project Management	Program	Managing the Green Treasury Bond program	No							
Compliance and Regulation	Regulation / compliance	maintaining an effective and well controlled Treasury Management System to support AOFM business activities	No							
ICT and digital solutions	IT business management	maintaining, developing and managing the data warehouse and other data repositories of AOFM business information	No							
Compliance and Regulation	Regulation / compliance	providing reporting on AOFM risks and business activities to support decision making and oversight	No							
Compliance and Regulation	Regulation / compliance	producing estimates and forward projections of public debt interest and Australian government securities and AOFM assets as part of Budget, MYEFO and PEFO administered estimates for the AOFM;	No							

[illegible]

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)	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)
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	no						
APS-wide: Drafting legislation and regulation	Legal and parliamentary	Legislation	no						
APS-wide: Leading policy formulation	Policy	Policy design	no						
APS-wide: Roles on the agency's executive team	Senior Executive	Strategic leadership	no						
APS-wide: Undertaking procurement and managing contracts	Accounting and Finance	Procurement and contracting	no						
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	no						
APS-wide: Delivering programs	Service delivery	Program delivery	no						
APS-wide: Managing grants	Service delivery	Program delivery	no						
make policy-driven investments in securitisation markets	Accounting and Finance	Finance	no						
Settling obligations arising from Commonwealth's borrowing and investment activities	Accounting and Finance	Finance	no						
manage Government cash and debt portfolios	Accounting and Finance	Finance	no						
issue debt securities on behalf of the Australian Government	Accounting and Finance	Finance	no						
Managing the Green Treasury Bond program	Portfolio Program and Project Management	Portfolio and program	no						
maintaining an effective and well controlled Treasury Management System to support AOFM business activities	Compliance and Regulation	Regulation / compliance	no						
maintaining, developing and managing the data warehouse and other data repositories of AOFM business information	ICT and digital solutions	IT business management	no						
providing reporting on AOFM risks and business activities to support decision making and oversight	Compliance and Regulation	Regulation / compliance	no						
producing estimates and forward projections of public debt interest and Australian government securities and AOFM assets as part of Budget, MYEFO and PEFO administered estimates for the AOFM;	Compliance and Regulation	Regulation / compliance	no						
Ensuring payroll, recruitment, onboarding and offboard, and other operational HR functions are performed optimally	Human Resources	Human resources operational	no						easy 2
Creating strategies, policies, guidance and planning for optimising the people experience in the AOFM	Human Resources	Human resources strategic	yes	no	no	no	no	Contract in place. Once contract term completed, easy to bring in house	