OFFICIAL-SENSITIVE

Identify your agency's core work for 2025-26

Instructions

This tab collects information on your agency's core work. s 22

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.

s 22

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

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*
Agency-specific: Director, Cyber Security Operations Specialist	*Intelligence*	*Security*
Agency-specific: Director, Party Registration & Redistribution	*Legal and parliamentary*	*Ministerial / cabinet and parliamentary liaison*
Agency-specific: Assistant Director, Party Registration & Redistribution	*Portfolio Program and Project Management*	*Project*
Agency-specific: Director, International Engagement	*Policy*	*Governance*
Agency-specific: Instructional Designer, Electoral Learning and Rehearsals	*Service delivery*	*Training*
