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### DEFINITION OF CORE ROLES AND CAPABILITIES – to deliver core work for the department

To prioritise APS employment, strengthen core APS capability and maintain reduced reliance on consultants, contractors and labour hire, the Department of Education has identified nine immediate core roles and capabilities essential to deliver enduring functions of the department and must be done by the APS. The department has also identified four future core roles and capabilities to deliver other core APS functions to be brought back in-house as a priority. This combined set of 13 roles and capabilities are considered as 'core' for the department.

#### Nine immediate core roles and capabilities essential to deliver enduring functions of the department:

##### Identified by the Australian Public Service Commission

1. Delivering cabinet submissions, once they are in a Cabinet classified environment
2. Drafting cabinet submission recommendations at any stage of policy development
3. Drafting legislation and regulation
4. Leading policy formulation <sup>1</sup>
5. Roles that are on an agency's executive team <sup>2</sup>

##### Identified by the Department of Education

6. Roles that are required under legislation, regulation or other instruments, unless otherwise specified <sup>3</sup>
7. Providing ministerial, parliamentary and media liaison services
8. Work regarding national security matters classified at the Protected level and above
9. Leading establishment of Commonwealth agreements and international engagement <sup>4</sup>

#### Four future core roles and capabilities to deliver enduring APS functions:

10. Making decisions under legislation
11. Undertaking procurement and managing contracts
12. Undertaking standard cost-benefit analysis <sup>5</sup>
13. Delivering programs and managing grants

<sup>1</sup> Interpreted as establishing direction, overseeing inputs, and drafting and submitting advice to Government

<sup>2</sup> Interpreted to include all SES roles and members of Management Committees

<sup>3</sup> Includes statutory roles, Authorised Officers under PID and senior decision makers

<sup>4</sup> Setting agenda and direction, negotiating, submitting advice to Government, and signing agreements

<sup>5</sup> Excludes major capital infrastructure, complex IT, and secure assets such as defence

**Note:** Additional information available at [Addendum A](#) to the Enterprise Workforce Plan

Pages 6 - 8 of Document 1 deleted as  
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Australian Government  
Department of Education

# Definition of core work - APS Strategic Commissioning Framework 2024

## Addendum to the Enterprise Workforce Plan

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Working together – supporting each other to deliver

## Background

The Strategic Commissioning Framework (the framework) was released by the APSC in October 2023, the framework sets out the Australian Public Service (APS) wide requirement to reduce reliance on outsourcing and stipulates that core APS work is to be undertaken by APS employees.

The APSC has defined several capabilities and roles as core APS work e.g. drafting cabinet submissions, regulation or legislation, policy formulation and an agencies executive team. The department has undertaken additional consultation to identify department specific capabilities and roles that are considered “core” roles and capabilities .

In July 2024, the Executive Board agreed to the nine immediate and four future roles and capabilities considered as core for the Department. These are defined on the next page.



To prioritise APS employment, strengthen core APS capability and maintain reduced reliance on consultants, contractors and labour hire, the Department of Education has identified nine immediate core roles and capabilities essential to deliver enduring functions of the department that must be done by APS employees. The department has also identified four future core roles and capabilities to be brought back in-house as a priority. This combined set of 13 roles and capabilities are considered 'core' for the department under the APS Strategic Commissioning Framework.

### NINE CORE ROLES AND CAPABILITIES ESSENTIAL TO DELIVER ENDURING FUNCTIONS OF THE DEPARTMENT AND MUST BE DONE BY THE APS:

#### IDENTIFIED IN THE APSC STRATEGIC COMMISSIONING FRAMEWORK

1. Delivering cabinet submissions, once they are in a cabinet classified environment
2. Drafting cabinet submission recommendations at any stage of policy development
3. Drafting legislation and regulation
4. Leading policy formulation <sup>1</sup>
5. Roles that are on a departments executive team <sup>2</sup>

#### IDENTIFIED BY THE DEPARTMENT OF EDUCATION

6. Roles that are required under legislation, regulation or other instruments, unless otherwise specified <sup>3</sup>
7. Providing ministerial, parliamentary and media liaison services
8. Work regarding national security matters classified at the protected level and above
9. Leading establishment of Cth agreements and international engagement <sup>4</sup>

### FOUR CORE ROLES AND CAPABILITIES TO BE BROUGHT BACK IN-HOUSE AS A PRIORITY:

- |                                        |                                                    |                                                             |                                             |
|----------------------------------------|----------------------------------------------------|-------------------------------------------------------------|---------------------------------------------|
| 10. Making decisions under legislation | 11. Undertaking procurement and managing contracts | 12. Undertaking standard cost-benefit analysis <sup>5</sup> | 13. Delivering programs and managing grants |
|----------------------------------------|----------------------------------------------------|-------------------------------------------------------------|---------------------------------------------|

<sup>1</sup> Interpreted as establishing direction, overseeing inputs, and drafting and submitting advice to Government

<sup>2</sup> Interpreted to include all SES roles and members of Management Committees

<sup>3</sup> Includes statutory roles, Authorised Officers under PID and senior decision makers

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<sup>5</sup> Excludes major capital infrastructure, complex IT, and secure assets such as defence



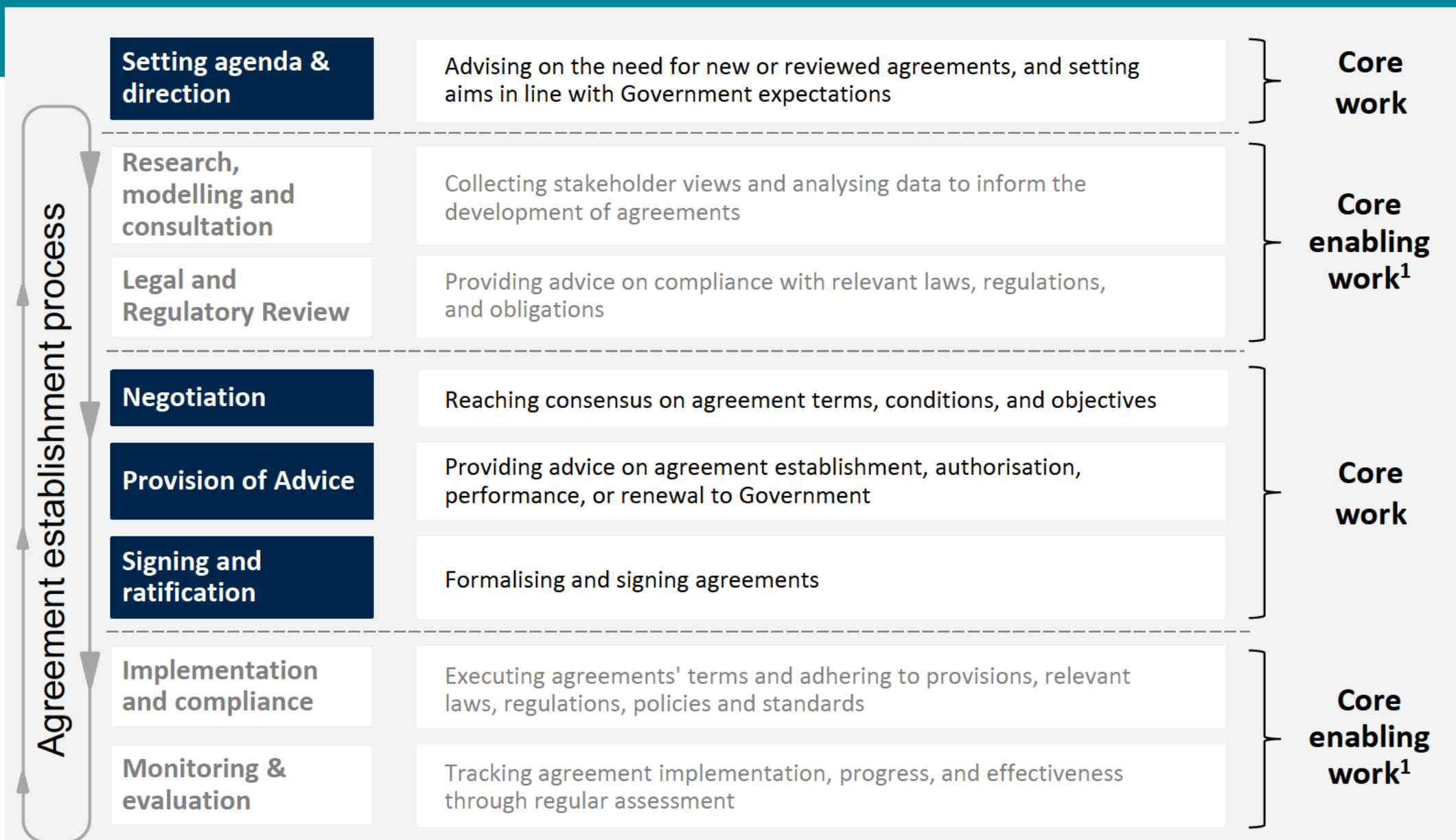
## Attachment A: What do we mean by leading the policy formulation process?



1) Core enabling work could be undertaken by either APS employees or external staff with APS employment as the default



## Attachment B: What do we mean by leading establishment of Cth agreements?



1) Core enabling work could be undertaken by either APS employees or external staff with APS employment as the default

Page 6 of Document 2 deleted as  
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Page 1 of Document 3 deleted as  
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|                              |                                                                                                                           |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Outsourced Service Providers | External services procured via commercial arrangement to deliver a function of Government to, or on behalf of, an entity. |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------|

| DEFINING CORE WORK                                                                                         |                                                  |                                                                                                                                                                                                                    |      |  |  |  |  |  |  |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--|--|--|--|--|--|
| RELEVANT JOB FAMILY<br><i>[One job family per row. Multiple rows can be added for the same job family]</i> | RELEVANT JOB FUNCTION<br><i>[Optional]</i>       | WHAT WORK DOES YOUR AGENCY CONSIDER CORE? e.g. strategic policy, compliance case manager, drafting legislation, time-limited taskforce<br><i>[Free text]</i>                                                       | s 22 |  |  |  |  |  |  |
| Policy                                                                                                     | Policy design                                    | APS-wide:<br>Developing cabinet submissions once they are in a Cabinet classified environment                                                                                                                      |      |  |  |  |  |  |  |
| Policy                                                                                                     | Policy design                                    | APS-wide:<br>Drafting cabinet submission recommendations at any stage of policy development                                                                                                                        |      |  |  |  |  |  |  |
| Legal and parliamentary                                                                                    | Legislation                                      | APS-wide:<br>Drafting legislation and regulation                                                                                                                                                                   |      |  |  |  |  |  |  |
| Policy                                                                                                     | Policy design                                    | APS-wide:<br>Leading policy formulation. Interpreted as establishing direction, overseeing inputs, and drafting and submitting advice to Government                                                                |      |  |  |  |  |  |  |
| Senior Executive                                                                                           | Strategic leadership                             | APS-wide:<br>Roles on the agency's executive team. The department interprets this to include all SES roles and members of Management Committees                                                                    |      |  |  |  |  |  |  |
| Senior Executive                                                                                           | Chief executive / statutory office holder        | Department-specific:<br>Roles that are required under legislation, regulation or other instruments, unless otherwise specified. Includes statutory roles, Authorised Officers under PID and senior decision makers |      |  |  |  |  |  |  |
| Legal and parliamentary                                                                                    | Ministerial / cabinet and parliamentary liaisons | Department-specific:<br>Providing ministerial, parliamentary and media liaison services                                                                                                                            |      |  |  |  |  |  |  |
| Intelligence                                                                                               | Security                                         | Department-specific:<br>Work regarding national security matters classified at the Protected level and above                                                                                                       |      |  |  |  |  |  |  |
| Senior Executive                                                                                           | Strategic leadership                             | Department-specific:<br>Leading establishment of Cth agreements and international engagement. Includes setting agenda and direction, negotiating, submitting advice to Government, and signing agreements          |      |  |  |  |  |  |  |
|                                                                                                            |                                                  |                                                                                                                                                                                                                    |      |  |  |  |  |  |  |
|                                                                                                            |                                                  |                                                                                                                                                                                                                    |      |  |  |  |  |  |  |

Pages 3 - 4 of Document 3 deleted as  
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Pages 1 - 4 of Document 4 deleted as irrelevant  
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## 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](mailto:SCF@apsc.gov.au).

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Pages 6-7 of Document 4 deleted as irrelevant  
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