

OFFICIAL-SENSITIVE
Survey questions

Instructions
In this tab, we want to understand three things:
1. Whether your agency is setting a target for 2025-26 and if not, why not - (column A)
2. The steps you have taken to embed the Strategic Commissioning Framework in agency operations (columns B - J)
3. The steps you have taken so far to build in-house capability to deliver core work (columns K - U)

Notes
• Column A: is a mandatory question. Please select the drop down option that best aligns with your agency's approach to target setting in 2025-26
• Columns B-I: are mandatory. Agencies should answer each question with a yes or no
• Column J: If you have taken additional steps to embed the framework please mention them in this free text field
• Column K-T: are mandatory. Agencies should answer each question with a yes or no
• Column U: If you have taken additional steps to build in-house capability to deliver core work please mention them in this free text field

Background
For information on setting a target visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/targets-monitoring-and-accountability>
For more information on the limited circumstances for outsourcing core work visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/outsourcing-limited-circumstances>

1. Is your agency setting a target in 2025-26? <i>(Select from options from drop down list)</i> <i>(mandatory)</i>	2. Which of these steps has your agency taken so far to embed the framework?									3. Which of these steps has your agency taken so far to build in-house capability to deliver core work?										
	a. Worked with business divisions to identify the agency's core work <i>(yes/no)</i> <i>(mandatory)</i>	b. Reviewed and updated HR policies and forms <i>(yes/no)</i> <i>(mandatory)</i>	c. Reviewed and updated procurement policies and forms <i>(yes/no)</i> <i>(mandatory)</i>	d. Updated Budget processes to factor in the framework's principles <i>(yes/no)</i> <i>(mandatory)</i>	e. Updated project planning processes to consider the framework's principles <i>(yes/no)</i> <i>(mandatory)</i>	f. Established internal reporting processes for the framework <i>(yes/no)</i> <i>(mandatory)</i>	g. Updated finance, procurement and/or HR systems to enable reporting <i>(yes/no)</i> <i>(mandatory)</i>	h. Internal communication to set expectations for hiring and procuring managers <i>(yes/no)</i> <i>(non-mandatory)</i>	i. Other If your agency took other steps not covered by the previous columns, please briefly describe <i>(free text)</i> <i>(mandatory)</i>	a. Reviewed and updated workforce plans <i>(yes/no)</i> <i>(mandatory)</i>	b. Recruited employees with priority skills <i>(yes/no)</i> <i>(mandatory)</i>	c. Reallocated existing APS employees to deliver core work <i>(yes/no)</i> <i>(mandatory)</i>	d. Partnered with APS agencies to deliver core work (e.g. Australian Government Consulting, ABS) <i>(yes/no)</i> <i>(mandatory)</i>	e. Invested in training and development <i>(yes/no)</i> <i>(mandatory)</i>	f. Supported staff development through mobility opportunities <i>(yes/no)</i> <i>(mandatory)</i>	g. Succession planning <i>(yes/no)</i> <i>(mandatory)</i>	h. Upskilled staff through guidance or standard operating procedures <i>(yes/no)</i> <i>(mandatory)</i>	i. Transferred knowledge from external workers to APS employees <i>(yes/no)</i> <i>(mandatory)</i>	j. Built knowledge transfer requirements into new contracts <i>(yes/no)</i> <i>(mandatory)</i>	Other k. If your agency took other steps not covered by the previous columns, please briefly describe <i>(free text)</i> <i>(non-mandatory)</i>
Setting a 25-26 target	yes	yes	yes	yes	yes	yes	yes	yes												

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New outsourcing of core work in 2024-25 not covered by the limited circumstances

Instructions

The Strategic Commissioning Framework outlines limited circumstances where core work can be outsourced (see Background below). Please use this tab to report on any new outsourcing of core work in 2024-25 not covered by the limited circumstances. New outsourcing includes:

- new contracts for core work that were signed in 2024-25 and/or
- variations signed in 2024-25 that increased the value of existing contracts for core work.

Notes

- Column A is mandatory.
- If you answer 'no' in Column A, no further input is required on this tab. Move to next tab "4. Identify Core Work for 25-26".
- If you answer 'yes' in Column A, all columns are mandatory except Column D (job function if known).
- Column F: if you answer 'yes' in Column A, and have new outsourcing of core work (outside of the limited circumstances) in multi-year expenditure arrangements please write the core work component at Column F.
- Column G: if you answer 'yes' in Column A, include expenditure arrangements of core work for 2024-25 only. This can be a subset of what you have included at Column F or it can be a stand-alone single year arrangement in 2024-25.
- Use multiple rows if required. You can use one row per contract, or group multiple contracts for the same job family on one row. Please do not include personal information.

Background

Core work should only be outsourced in the limited circumstances below.

For core work, use of contractors/labour hire is only appropriate if at least one of the following is true:

- APS recruitment processes have been unsuccessful or are unlikely to be successful (e.g. due to a competitive labour market and skills shortages). This may apply, for instance, if a current or recent recruitment round has not attracted suitable candidates for a similar vacancy.
- There are genuine periods of high demand for staffing beyond what should be reasonably expected of an agency that are also unlikely to reoccur in future. APS employees should still be the first resort in this circumstance.
- There is a temporary need to backfill a vacancy to meet critical business needs, pending a recruitment process or while APS capability uplift is underway.

For core work, use of consultants is only appropriate if at least one of the following is true:

- There is a need for independent research or assessment (for example, due to requirements in legislation or an assurance need) and it cannot be sourced from within the APS. This should be used on a one-off or limited basis.
- There is a temporary need for specialised or professional skills, at a level that would be inefficient to retain internally. That is, there is not an enduring demand for the skill.
- There is a genuinely urgent and/or unforeseen need for a skill or capability in an area that is an enduring function, and extra support is needed while capability building or recruitment processes are underway.

For more information visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/outourcing-limited-circumstances>.

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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.

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Set target/s for Year 2 (2025-26)

Instructions

Each agency must set a target for the core work it intends to bring in-house in Year 2 (2025-26).

Agencies can set one target or many. Use multiple rows if you have targets in more than one job family. The work in your targets will generally be a sub-set of the core work you identified on tab "3. Identify Core Work for 25-26".

If your agency does not outsource any core work, or your outsourcing of core work is minimal and aligns with the limited circumstances in the framework, you may not need to set a target. If so, leave this tab blank.

Notes

Please provide the following information for each target.

- In Column A, report the type of work you plan to bring in-house (can be a description of key tasks, functions or job roles). Please do not include personal information.
- In Columns B-C, select the relevant job family (and if possible the main job function) from the drop down menus.
- In Columns D-G, report the expected reductions in supplier expenditure (\$ excl GST) as this work is brought in-house. If possible, also provide the expected reduction in external positions (as FTE) at Column H.
- In Columns I-N, report your agency's reasons for prioritising this type of work in 2025-26. The drop down menu options relate to the factors agencies should consider when identifying core work.

Targets should capture the total reduction in supplier expenditure as work is brought in-house, not the difference between supplier expenditure and any related employee costs.

Please document the methodology your agency used to estimate reductions in supplier expenditure for your targets, including any assumptions and relevant contracts. This will depend on current outsourcing arrangements and the changes the agency intends to make. Your methodology does not need to be reported to the APSC but should be kept as an internal record, in order to replicate the approach when it comes time to assess actual reductions at end of financial year. See guidance on maintaining records: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/apsc-strategic-commissioning-framework/resources/toolkit-strategic-commissioning-framework/targets-and-reporting/maintaining-records>

Background

For more information on setting targets visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/targets-monitoring-and-accountability>

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.

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