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Australian Government

Department of Industry,
Science and Resources

Identifying Core Roles at DISR - Project 2024

APS Strategic Commissioning Framework

Objective

The purpose of this project plan to provide an overview of the high-level plan and timelines to identify core roles at DISR in response to the APS Strategic Commissioning Framework (SCF).

Background

The APS SCF sets the expectation that the core work of the APS must be done by our core workforce – APS employees. This expectation will wind back excessive outsourcing and its impacts on the skills held and used in APS agencies.

All agencies must move away from outsourcing work that is the core role of the APS or the agency. Agency heads are accountable for rebalancing their workforce to prioritise direct employment, strengthen capability, and ensure any use of external expertise enhances the work and knowledge of the APS.

The SCF sets a clear expectation that most roles and functions will be delivered by APS employees, outlines limited circumstances in which external workforces could be appropriate, and ensures the APS maximises the benefit of any external arrangements. It requires APS agencies to:

- identify the work that is core for the agency.
- set targets to bring core work back in house over time.
- grow capability, including through knowledge transfer requirements in external arrangements.

Issues

1. The department captures the external workforce data through two separate platforms, **Aurion** and **TechOne**. Some data in Aurion will be a duplicate of information held in TechOne, which will require some cross referencing and manual manipulation of data.
 - **Aurion** captures the occupants name, position number, division, branch, section, location, Job Family Framework and contact end date. It does not

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capture the provider of which the occupant is employed under if applicable, for example a consultancy firm.

- **TechOne** captures only the entity information and costings and does not always include the details of the individual occupants engaged by the firm to carry out the work.
 - The integrity of our data is instrumental in minimising security risks and optimising our HR data reporting capabilities. Section managers are responsible for requesting amendments to existing data in Aurion or TechOne.
2. We are required by the APSC to set a specific target in our 2024-25 Corporate Plan for reducing our external workforce by **1 June 2024**, specifying how many roles will be affected and the anticipated reduction in outsourced expenditure.
 - Existing contract end dates will have a direct impact on determining the departments target.
 - External workforce roles which require more than 12 months to develop and build the capability will most likely need to be included in the 2025/26 financial year and/or beyond.
 3. We have been asked to provide indicative targets to Executive Board in February 2024.
 4. Although the workforce planning team have identified number of core roles using job family data, without direct knowledge of what each role does in a division, it requires input from divisions to determine whether roles are core, core-enabling or not.
 5. Although divisions are provided with their establishment and procurement data regularly for review, they may not have prioritised and their data may be outdated.

Timeline

The key project timelines have been outlined below:

	Activity	Due Date	Responsibility Officer(s)	Status
Engagement	Initial engagement with the SCF working committee to develop DISR's Framework.	Ongoing	s 22	Actioned
	Data & Reporting Team – future data reporting scope/requirements	Tuesday 16/01/2024		Actioned
	Recruitment – tapping into APS resources	February 24		To be actioned

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	Establishments Team – Request creation Core Role fields in Aurion	Friday 19/01/2024	s 22	Meeting scheduled
Key Tasks	Create SharePoint site – DISR Workforce Planning Hub and SCF page/channels layout	Monday 22/01/2024		Actioned
	TechOne contractor data reviewed and changes notified to Procurement	Monday 22/01/24	Procurement to update asap	Actioned
	Design 2 x SharePoint workbook lists per division	Tuesday 23/01/2024	s 22	Actioned
	Create and embed PowerBi dashboard on SCF homepage and group pages	TBC		Actioned
	Include all guides and reference materials to assist Divisions to identify core roles	Wednesday 24/01/2024		Actioned
	DISR Core Work framework finalised	Wednesday 24/01/2024		Actioned
	Email EOs seeking a nominated contact person from each division	23 January		Actioned
	Finalise sharepoint home page content: – what is SCF – Designated/Priority Functions – DISR Core Work – Instructions – Next Steps	Thursday 25/01/2024		Actioned
	Schedule information & demonstration session for contact people	Wednesday 31 January		Actioned

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	Prepopulate SharePoint workbook lists	Thursday 25/01/2024	s 22	Actioned
	Final QA checks on SharePoint Site & set access permissions	Thursday 25/01/2024		Actioned
Final SharePoint Check	WFP Manager to review and endorse the final product	Monday 27/01/2024		Actioned
Information Sessions	Scheduled information sessions	Wednesday 31 January		Actioned
	Hold 1 information sessions for contacts & record session	Tuesday 30/01/2024		Actioned
	Record info session & upload to sharepoint	Tuesday 30/01/2024		Actioned
Reference Email to Divisions	Email sent to Division Heads letting them know next steps – i.e. working with contact person, key dates	COB Thursday 25/01/2024		Actioned
Tasking Email to Divisions	Email to contact person (copy HoD) with all instructions and links to their workbook	COB Tuesday 30/01/2024		Actioned
Workbook Lists Completed		COB Tuesday 06/02/2024	Divisions	To be actioned
Analysis	WFP team to analyse data, determine core roles & potential targets for EB's consideration	7/02/2024	s 22	To be actioned
Finance to provide cost saving calculations	Collate	8/02/2024	Finance	To be actioned
Draft Executive Summary Report	Prepare draft Executive Summary Report for Delegate Endorsement	16/02/2024	WFP team	To be actioned

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Endorse Executive Summary Report	Executive Summary Report endorsed by Delegate	Tuesday 18/02/2024	s 22	To be actioned
EB meeting		Mid-March		To be actioned
Advise HoDs of EB approved targets	Email to Division Heads	After EB decide	WFP team	To be actioned

Artefacts

[APS Strategic Commissioning Framework \(external\)](#)

[Further information](#)

APS SCF decision tree (draft) (external)

[Core roles at DISR framework \(internal\)](#)

Resources toolkit (draft) (external)

Communications

FOR ACTION – DUE: 12PM Thursday 17 January 2024

Reference Email to Divisions

Action: Email to be sent to Division Heads and EO's alerting them to the upcoming Core Work Project, seeking primary contact points each Division and a high-level overview of tasking to come.

Clearance: General Manager, Capability and Workforce Planning Section

Contact: Responses and Questions relating to the information requested can be directed to:

Capability and Workforce Planning Section

People Branch, Chief Operating Officer Division

s 22

[@industry.gov.au](mailto:industry.gov.au)

FOR ACTION – DUE: 12PM Monday 29 January 2024

Identifying Core Roles at DISR - Project 2024

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Tasking Email to Divisions	
Action:	Email to be sent to contact person tasking them to complete their respective SharePoint workbook lists in the DISR Workforce Planning Hub. Email will contain a link to the SharePoint site - DISR Workforce Planning Hub.
Clearance:	General Manager, Capability and Workforce Planning Section
Contact:	<u>Questions relating to the information requested can be directed to:</u> Capability and Workforce Planning Section People Branch, Chief Operating Officer Division s 22 @industry.gov.au <u>Responses relating to the information requested can be made by:</u> Divisions must complete their respective workbook lists in SharePoint via the link that will be sent within the tasking email.

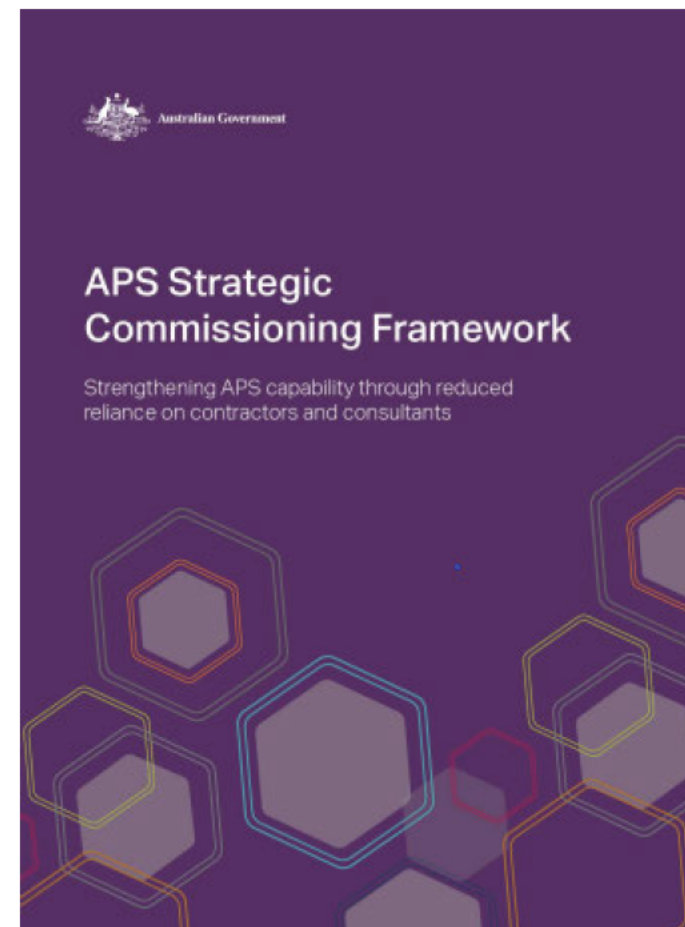
FOR ACTION – DUE: 12PM Monday 29 January 2024

Reminder Email to Divisions	
Action:	Email to be sent to Division Heads and contacts that they are due 6 February – not exceptions
Clearance:	General Manager, Capability and Workforce Planning Section
Contact:	<u>Questions relating to the information requested can be directed to:</u> Capability and Workforce Planning Section People Branch, Chief Operating Officer Division s 22 @industry.gov.au <u>Responses relating to the information requested can be made by:</u> Divisions must complete their respective workbook lists in SharePoint via the link that will be sent within the tasking email.

DISR's guide to identifying core roles

As outlined in the APS
Strategic
Commissioning
Framework (SCF)

- The intent of the APS SCF is for the core work of the APS to be done by our core workforce – APS employees.
- The APS must move away from outsourcing work that is the core role of the APS.
- The APS SCF sets a clear expectation that most roles and functions will be delivered by APS employees (whether ongoing or non-ongoing).



What is the Strategic Commissioning Framework

The [Strategic Commissioning Framework](#) is a principles-based APS policy document that supports agencies to prioritise APS employment, strengthen APS capability and reduce reliance on consultants, contractors and labour hire.

Under the framework, core work should not be outsourced

Core work

- Each department must determine what it considers core work (and will therefore not outsource).
- This should inform decisions about the work to be brought back in-house and work that should not be outsourced in future.

main steps to implementing the framework



Review the work currently outsourced to contractors, labour hire and/or consultants



Assess which outsourced work could be considered 'core' and should be brought in house over time

Make note of the relevant tasks/functions/job roles, the corresponding [job families](#), the money currently spent on outsourcing this work and the number of external roles involved (where possible)



Determine how quickly this work can be brought in house, and [set targets](#) accordingly



Reflect on other key tasks, functions or roles that should not be outsourced



Be ambitious but realistic about what can be achieved in a 12-month period

Agencies can consider phased targets that bring a proportion of a particular work type in house each year

Prioritisation will be important, to rebalance the workforce while continuing to deliver on priorities

What is core work

Core means work essential to delivering the enduring functions of the department required on a regular and ongoing basis. Document 2 – FOI 300618

Considerations for determining 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 skills/capabilities, 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 deliver 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’
- Labour market realities including skills availability

Each department must determine their core work, building on this APS list. DISR’s approach is to identify core roles as aligned to the [APS Job Family Framework](#).

There are core functions that **must** be done by the APS and must not be sourced to an external workforce including:

- Developing cabinet submissions, once they are in a Cabinet classified environment
- Drafting cabinet submission recommendations at any stage of policy development
- Drafting legislation and regulation
- Leading policy formulation
- Roles that are on an agency’s executive team

Other core APS functions should be brought back in-house as a priority include:

- Undertaking procurement and managing contracts
- Undertaking standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence)
- Delivering programs and managing grants

Strategic priorities listed under key activities in DISR's Corporate Plan

DISR – for release under the FOI Act

Document 2 - FOI 300618

Growing innovative and competitive businesses, industries and regions

- Diversifying transforming Australia's industry
- Providing advice and targeted funding to support innovative small to medium enterprises
- Supporting industrial decarbonisation sectoral planning
- Implementing National Battery Strategy
- Supporting implementation of the Buy Australian Plan
- Boosting collaboration, commercialisation and use of Australian research and development
- Delivering grants programs
- Enhancing regulatory settings for businesses and the community
- Boosting critical supply chains and economic resilience
- Developing Australia's space capability
- Improving the effectiveness of government services and investment
- Continuing investment in Australia's National Centre for Asia Capability – Asialink Business

Investing in science and technology

- Building a strong science sector
- Improving diversity in STEM
- Providing independent science advice to government
- Aligning our international and domestic science and technology priorities
- Building strong collaboration
- Growing Australia's critical technologies industries
- Supporting Australia's digital capability
- Ensuring Australia has the advanced measurement science it needs
- Growing long-term science and technology capabilities

Supporting a strong resources sector

- Growing national prosperity
- Supporting the sector to plan and contribute to the global transition to net zero
- Accelerating the growth of Australia's critical minerals sector
- Encouraging proactive planning for decommissioning and rehabilitation activities
- Progressing a responsible and sustainable approach to long-term management & disposal of Aus radioactive waste
- Addressing community expectations on environmental, social and governance (ESG) practices

How to identify core roles

Each department must determine what it considers core work that should not be outsourced. This should inform decisions about any work that should be brought back in-house and/or should not be outsourced in future.

Core work is essential to delivering the enduring functions of an agency, required on a regular and ongoing basis.

For DISR, core work contributes in an enduring way to the key activities of:

- Growing innovative and competitive businesses, industries and regions
- Investing in science and technology
- Supporting a strong resource sector

Questions to help identify core roles

- Does this role contribute to core APS functions?
- Does this role contribute to APS functions deemed a priority to be brought back in house?
- Is this role best done by public servants?
- Does this role contribute in a regular, long-term way to the 3 key activities or capabilities of the department outlined in the Corporate Plan?
- Is the role appropriate to procure as an external labour force in the limited circumstances outlined in the [SCF](#)?

What are the limited circumstances for outsourcing?

The below can be considered when identifying core roles and setting targets.

Use of labour hire, contractors and consultants is only appropriate for core work in limited circumstances.

For core work, use of contractors/labour hire may be 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)
- There are genuine periods of high demand for staffing beyond what should be reasonably expected of the department that are also unlikely to reoccur in future
- 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 (e.g. critical role)

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.

DISR Core Roles (January 2024)

DISR – for release under the FOI Act

Document 2 - FOI 300618

These core roles have been identified as a first attempt, aligned to the APS [Job Family Framework](#). Further roles may be added to this list forming a comprehensive view of core roles at DISR. Some areas could dispute these roles are non-core, providing justification. Recommendations will be made to Executive Board as to DISR’s approach in managing core and non-core roles.

Job Family	Job Function	Job Roles
Policy	Policy Design	Economist Policy Analyst Policy Officer Strategic Policy Advice & Development Officer
	Governance	Corporate and Business Planner Governance Officer International and Stakeholder Agreements and Negotiation Officer
Senior Executive	Chief Executive/Statutory Officer Holder	Assistant/1st Assistant/Deputy Secretary/Commissioner Group Manager/Branch Manager/Executive Manager Secretary/Commissioner/CEO/Managing Director
	Strategic Leadership	Chief Finance Officer Chief Human Resources Officer Chief Information Officer Chief Information Security Officer Chief Operating Officer Chief Scientist General Counsel SES
Portfolio, Program and Project Management	Design	Strategic Design Officer
	Evaluation	Evaluation Officer Performance Analysis & Reporting/Benefits Realisation Officer
	Program	Program Manager Program Reporting Officer Program Support Officer
	Project	Change Manager Project Manager Project Reporting Officer Project Support Officer

Job Family	Job Function	Job Roles
DISR – for release under the FOI Act Science and Health	Earth Sciences	Chemist Geoscientist Spatial Analyst
	Scientific Research	Research Scientist Science/Research Manager
	Research/Laboratory Assistant	Science Technician
Compliance and Regulation	Inspection	Inspector
	Investigation	Investigator
	Regulation/Compliance	Compliance Case Manager Regulation Officer
Engineering and Technical	Engineering Professional	Chemical/Materials Engineer Electrical Engineer Electronics Engineer Engineering Manager Industrial/Mechanical/Production Engineer
	Examiners	Registration/IR Rights Examiner
	Technician	CCTV, Radio and Satellite Technician Mechanical Engineering Technician Technical Manager
Legal and Parliamentary	Legal Coordination	Freedom of Information/and or Privacy Officer
	Legislation	Legislation advisor
	Ministerial/Cabinet and Parliamentary Liaison	Ministerial and Parliamentary Support
Monitoring and Audit	Risk	Fraud Control/Corruption Prevention Officer Risk Analyst Risk Management Officer Risk Manager
Administration	Executive Support	Personal/Executive Assistant

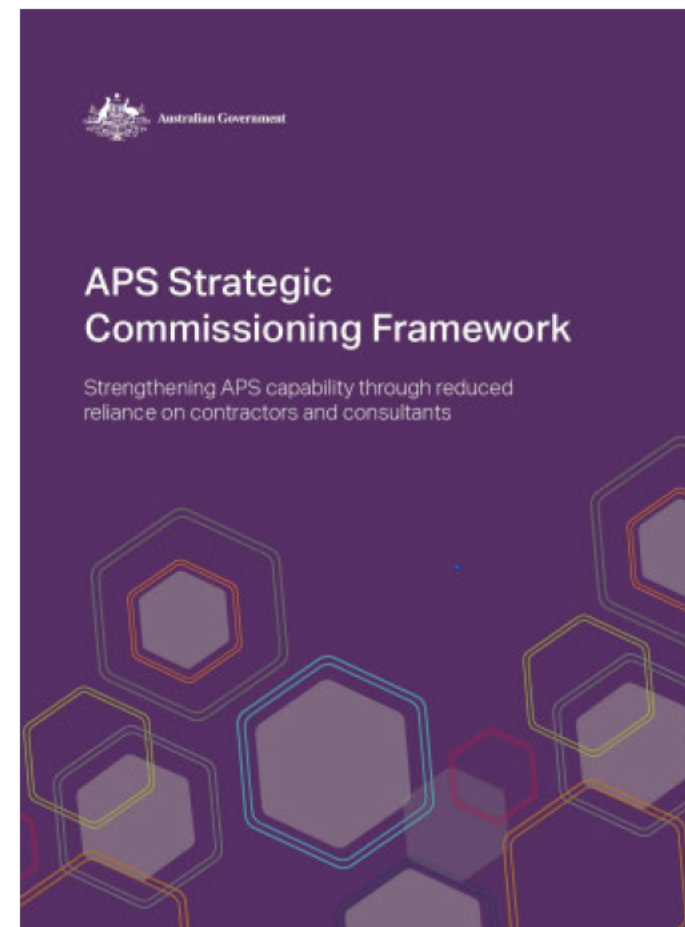
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	Marketing	Marketing/Advertising Officer
	Multimedia	Media Producer
	Public Relations and Stakeholder Management	Stakeholder/Relationship Management Officer or Manager Community Liaison Officer Digital Channels/Social Media Officer or Specialist Events Officer Public Relations and Media Officer
Data and Research	Research	Business Analyst Researcher User Researcher
	Numerical Analysis	Data Analyst Econometric Modeller Statistician
ICT and Digital Solutions	Service Support	Helpdesk/Support Officer
	IT Business Management	ICT Quality Assurance Engineer IT Architect
	Service Delivery	Service Manager Systems Administration Officer ICT Infrastructure Officer Database and Data Administration Officer

Job Family	Job Function	Job Roles
ICT and Digital Solutions	Solutions Implementation	Test Analyst/Tester/Performance Tester Systems Integration and Deployment Officer
	Solutions Development	Development and Programming Systems Analyst Web Developer
Information and Knowledge Management	Information Governance and Knowledge	Data/Information Management Officer Records Management Officer or Manager
Service Delivery	Program Delivery	Grants Manager Program Delivery Officer Specialist Adviser
	Training	Specialist Training/Functional Trainer
	Gallery, Museum and Tour Guides/Tourist Information	Guide
	Customer Advice and Support	Customer Support Officer Sales Officer
Human Resources	Human Resource Operational	Training and Assessment Officer Recruitment/Redeployment Officer Payroll Officer Human Resource Advisor
	Work Health and Safety	Work Health and Safety Advisor Fitness for Duty/Return to Work Case Manager
	Human Resource Strategic	Learning and Development Officer Diversity and Inclusion Officer Workforce/Industrial Relations Officer

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- Delivering programs and managing grants

Growing innovative and competitive businesses, industries and regions

- Leveraging our natural and competitive strengths to broaden our industrial base while managing the impacts of structural adjustment in the economy
- Diversifying transforming Australia's industry
- Promoting a level playing field
- Supporting industrial decarbonisation
- Providing advice and targeted funding to support innovative start-ups and small to medium enterprises
- Boosting commercialisation and the use of Australian research and development (R&D)
- Delivering grants programs
- Boosting critical supply chains, economic resilience and national and economic security
- Improving the effectiveness of government services and investment
- Supporting implementation of procurement reforms

Investing in science and technology

- Capturing the opportunities of existing and emerging technologies and supporting sustainable digital growth, including Artificial Intelligence (AI) and data centres
- Building a stronger science sector
- Maximising the impact of R&D
- Growing Australia's critical technology industries and digital capability
- Improving diversity in STEM
- Providing independent science and technology priorities
- Aligning our international and domestic science and technology priorities
- Uplifting Australia's prosperity through the responsible use of space
- Ensuring Australia has the measurement science it needs
- Growing long-term science and technology capabilities

Supporting a strong resources sector

- Growing national prosperity
- Supporting the sector to contribute to the global transition to net zero by 2050
- Accelerating the growth of Australia's critical minerals and processing sector
- Proactively planning for decommissioning and rehabilitation activities
- Ensuring safe and secure long-term management of Australia's radioactive waste
- Addressing community expectations on environmental, social and governance practices

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DISR Core Roles (February 2026)

DISR – for release under the FOI Act

Document 3 - FOI 300618

These roles have been identified as core, aligned to strategic priorities in DISR's Corporate Plan 2025-29 and the APS Job Family Framework 2025. There may be genuine exemptions for some of these roles in particular business areas, suitable justification would be required prior to engaging the external labour market.

Job Family	Job Function	Job Roles
Policy	Policy Design	Economist Policy Analyst Policy Officer Strategic Policy Advice & Development Officer
	Governance	Corporate and Business Planner Governance Officer International and Stakeholder Agreements and Negotiation Officer
Senior Executive	Chief Executive/Statutory Officer Holder	Assistant/1st Assistant/Deputy Secretary/Commissioner Group Manager/Branch Manager/Executive Manager Secretary/Commissioner/CEO/Managing Director
	Strategic Leadership	Chief Finance Officer Chief Human Resources Officer Chief Information Officer Chief Information Security Officer Chief Operating Officer Chief Scientist General Counsel SES
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	Research/Laboratory Assistant	Science Technician
Compliance and Regulation	Inspection	Inspector
	Investigation	Investigator
	Regulation/Compliance	Compliance Case Manager Regulation Officer
Engineering and Technical	Engineering Professional	Chemical/Materials Engineer Electrical Engineer Electronics Engineer Engineering Manager Industrial/Mechanical/Production Engineer
	Examiners	Registration/IR Rights Examiner
	Technician	CCTV, Radio and Satellite Technician Mechanical Engineering Technician Technical Manager
Legal and Parliamentary	Legal Coordination	Freedom of Information/and or Privacy Officer
	Legislation	Legislation advisor
	Ministerial/Cabinet and Parliamentary Liaison	Ministerial and Parliamentary Support
Monitoring and Audit	Risk	Fraud Control/Corruption Prevention Officer Risk Analyst Risk Management Officer Risk Manager
Administration	Executive Support	Personal/Executive Assistant

Job Family	Job Function	Job Roles
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	Marketing	Marketing/Advertising Officer
	Multimedia	Media Producer
	Public Relations and Stakeholder Management	Stakeholder/Relationship Management Officer or Manager Community Liaison Officer Digital Channels/Social Media Officer or Specialist Events Officer Public Relations and Media Officer
Data and Research	Research	Business Analyst Researcher User Researcher
	Numerical Analysis	Data Analyst Econometric Modeller Statistician
ICT and Digital Solutions	Service Support	Helpdesk/Support Officer
	IT Business Management	ICT Quality Assurance Engineer IT Architect / Data Architect / ICT Architect
	Service Delivery	Service Manager Systems Administration Officer ICT Infrastructure Officer / ICT Network and Systems Engineer Database and Data Administration Officer

Job Family	Job Function	Job Roles
ICT and Digital Solutions	Solutions Implementation	Test Analyst/Tester/Performance Tester Systems Integration and Deployment Officer
	Solutions Development	Development and Programming / Software Engineer Systems Analyst
Information and Knowledge Management	Information Governance and Knowledge	Web Developer / Data/Information Management Officer / Records Management Officer or Manager
Service Delivery	Program Delivery	Grants Manager Program Delivery Officer Specialist Adviser
	Training	Specialist Training/Functional Trainer
	Gallery, Museum and Tour Guides/Tourist Information	Guide
	Customer Advice and Support	Customer Support Officer Sales Officer
Human Resources	Human Resource Operational	Training and Assessment Officer Recruitment Officer Payroll Officer Human Resource Advisor
	Work Health and Safety	Work Health and Safety Advisor Fitness for Duty/Return to Work Case Manager
	Human Resource Strategic	Learning and Development Officer / Diversity and Inclusion Officer Workforce/Industrial Relations Office Workforce Planner/Strategist



Australian Government
Department of Industry,
Science and Resources

APS Strategic Commissioning Framework Phase 1: Identifying Core Roles at DISR

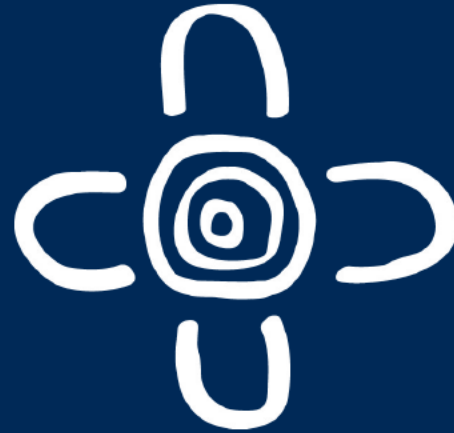
Workforce Planning team

People Branch, Chief Operating Officer Division

January 2024

Our purpose is to help the government build a better future for all Australians through enabling a productive, resilient and sustainable economy, enriched by science and technology.

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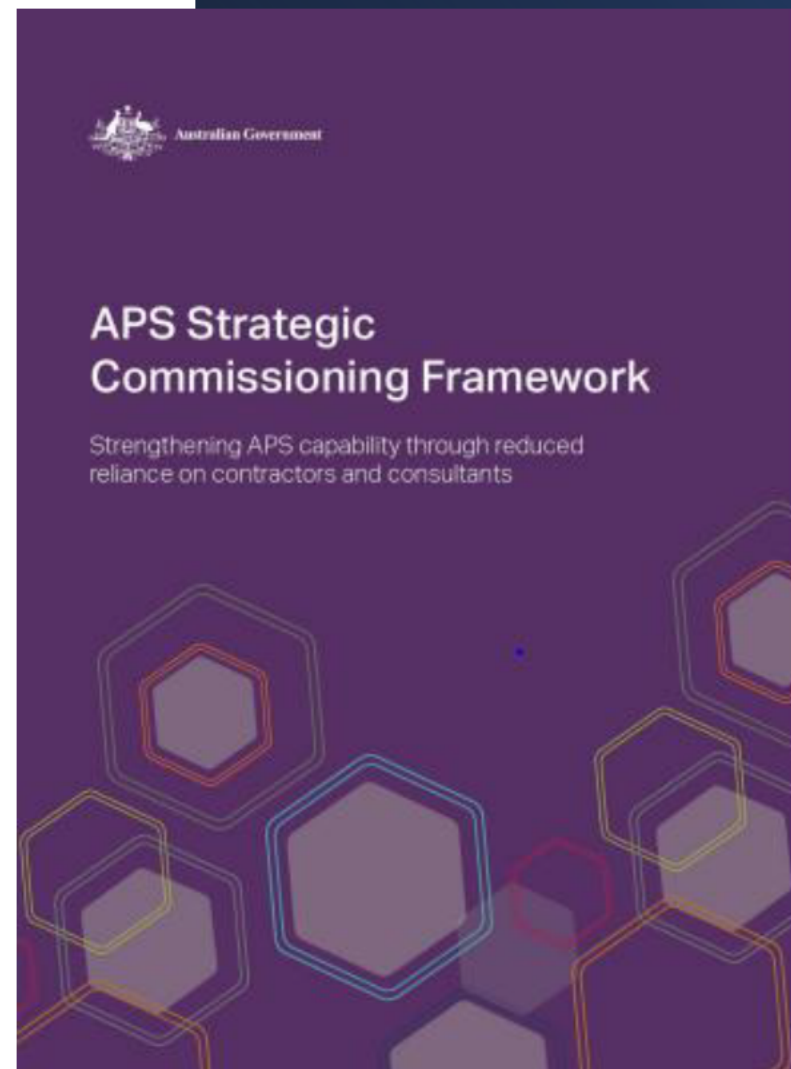
What is the Strategic Commissioning Framework

The [Strategic Commissioning Framework](#) is a principles-based APS policy document that supports agencies to prioritise APS employment, strengthen APS capability and reduce reliance on consultants, contractors and labour hire.

Under the framework, core work should not be outsourced

Core work

- Each department must determine what it considers core work (and will therefore not outsource).
- This should inform decisions about the work to be brought back in-house and work that should not be outsourced in future.



APS recommended steps to implementing the framework



Review the work currently outsourced to contractors, labour hire and/or consultants



Assess which outsourced work could be considered 'core' and should be brought in house over time aligned to job families



Determine how quickly this work can be brought in house, and set targets accordingly (targets will be reviewed annually)



Reflect on other key tasks, functions or roles that should not be outsourced



Be ambitious but realistic about what can be achieved in a 12-month period

DISR's Phase 1

Define the core work of the department

- Ensure correct external workforce definitions are used
- Identify target date for when core roles will be filled by APS employees
- Identify any challenges to filling core roles with APS employees

Set targets to reduce inappropriate outsourcing

- Executive Board March Meeting
- Publish targets in Corporate Plan

External workforce definitions

Labour hire

- 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. The labour hire company contracts the worker to provide that labour and is responsible for paying the worker.

Contractors (also known as ‘Professional 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 is for short term arrangements involving a one-off or irregular tasks.

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.

Outsourced service providers

- External services procured via commercial arrangement to deliver a function of Government to, or on behalf of, an entity.

What is core work

Core means work essential to delivering the enduring functions of the department required on a regular and ongoing basis.

Considerations for determining 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 skills/capabilities, 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 deliver 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'
- Labour market realities including skills availability

Each department must determine their core work, building on this APS list. DISR's approach is to identify core roles aligned to the [APS Job Family Framework](#).

There are core functions that **must** be done by the APS and must not be sourced to an external workforce including:

- Developing cabinet submissions, once they are in a Cabinet classified environment
- Drafting cabinet submission recommendations at any stage of policy development
- Drafting legislation and regulation
- Leading policy formulation
- Roles that are on an agency's executive team

Other core APS functions should be brought back in-house as a priority include:

- Undertaking procurement and managing contracts
- Undertaking standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence)
- Delivering programs and managing grants

How to identify core roles

Each department must determine what it considers core work that should not be outsourced. This should inform decisions about any work that should be brought back in-house and/or should not be outsourced in future.

Core work is essential to delivering the enduring functions of an agency, required on a regular and ongoing basis.

For DISR, core work contributes in an enduring way to the key activities of:

- Growing innovative and competitive businesses, industries and regions
- Investing in science and technology
- Supporting a strong resource sector

Questions to help identify core roles

- Does this role contribute to core APS functions?
- Does this role contribute to APS functions deemed a priority to be brought back in house?
- Is this role best done by public servants?
- Does this role contribute in a regular, long-term way to the 3 key activities or capabilities of the department outlined in the Corporate Plan?
- Is the role appropriate to procure as an external labour force in the limited circumstances outlined in the [SCF](#)?

What are the limited circumstances for outsourcing?

For core work, use of **contractors/labour hire** may be 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)
- There are genuine periods of high demand for staffing beyond what should be reasonably expected of the department that are also unlikely to reoccur in future
- 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 (e.g. critical role)

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.



Demonstration time

- SharePoint page and how to navigate
- Resources available
- How to complete the lists
- Reminder of due date
- Any questions ?

s 22

From: s 22
Sent: Tuesday, 30 January 2024 2:18 PM
To: s 22
Subject: Reviewing external workforce data – Strategic Commissioning Framework – DUE 6 FEBRUARY 2024 [SEC=OFFICIAL:Sensitive]

Hi s 22 and s 22

Thank you for being the contact people for your division.

Your role as the nominated contact person is to coordinate the review of external workforce data on behalf of your division to identify roles that are core and should therefore be filled by APS employees. This is the first step in implementing the [Strategic Commissioning Framework](#). This information is important and will allow the department to set a target by June 2024 to reduce outsourcing, as outlined in the framework.

To assist you, the Workforce Planning team has compiled SharePoint lists of the external workforce (contractors, consultants, labour hire and outsourced service providers) data held in the Aurion and TechOne systems for each business area. These are housed on the Workforce Planning Hub which have user restrictions applied. If there are additional members who require access, please contact s 22 @industry.gov.au to have them added.

There are 2 SharePoint lists to be completed per division. These lists comprise of contract details extracted from the Aurion and TechOne systems - noting that there may be some duplication between the two systems. To navigate to the SharePoint lists, please click on the following link:

<https://ausgov.sharepoint.com/sites/WorkforcePlanningHub/SitePages/Strategic-Commissioning-Framework.aspx>

There are several resources available on the page that provide further assistance, including detailed  [instructions](#) on how to complete the SharePoint lists.

Action Required

- On the left-hand side of the of the SharePoint page, select the drop down against the title APS Strategic Commissioning Framework
- Select your respective group
- Under your division, there will be 2 lists
- List 1 (data in Aurion):
 - includes data extracted from Aurion on 22/01/2024 including the contractors name, job family, function, role, and contract end date
 - includes identified core roles based on the job role
 - requires your **review** of the external workforce data to determine core roles and if these can be converted to APS roles, when they can be converted, any challenges for APS conversion and any further comments.
- List 2 (data in TechOne):
 - includes data extracted from TechOne on 22/01/2024, including contract details, consultancy reason and contract start and end date
 - requires your **review** of the external workforce data to determine core roles and if these can be converted to APS roles, when they can be converted, any challenges for APS conversion and any further comments
 - where the contract has personnel already captured in Aurion, please note this in the comments section and only update the columns in the Aurion SharePoint list to prevent double handling

- The SharePoint lists are required to be completed by COB **6 February 2024**.
- A training session will be held on 31 January 2024 to demonstrate how to complete the SharePoint lists, with recorded sessions available on SharePoint shortly after. We have sent you an invitation to the session and encourage you to attend to understand the process and ask any questions you may have.

Background

The [Strategic Commissioning Framework](#) sets a clear expectation that most roles and functions will be considered core work and therefore delivered by APS employees. Core means work essential to delivering the enduring functions of an agency, required on a regular and ongoing basis.

Next Steps

- Please complete your division lists by the due date and advise the Workforce Planning team once the lists are completed.
- If you have any concerns or issues accessing the SharePoint list, please contact [s 22 @industry.gov.au](#).
- The information collected from divisions will be submitted to the Executive Board and used to set a target for the 2024-25 financial year.
- The COO Division will provide further information on targets to HoDs once the Executive Board has made a decision.

Kind regards

s

s 22

Assistant Manager, Workforce Planning

Chief Operating Officer Division | People Branch | Capability and Workforce Planning

Yuggera & Turrbal Country 100 Creek Street, Brisbane

Department of Industry, Science and Resources **E s 22**

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OFFICIAL: Sensitive

s 22

From: s 22
Sent: Thursday, 18 January 2024 11:42 AM
Subject: URGENT: URGENT: Strategic Commissioning Framework – confirming contact person to coordinate review and update of core roles by 23/01/2024 [SEC=OFFICIAL]

OFFICIAL Dear All

As you may be aware, the department is implementing the APS Strategic Commission Framework. The first step in this process is to determine what is our Core Work and therefore should not be outsourced. This information is important and will allow us to set a target by June 2024 to reduce outsourcing for the 2024-25 financial year, as outlined in the framework. Information sessions have been held for SES to attend where next steps were shared.

Action Required

Please nominate a primary contact person from your division to coordinate the review and capture core roles for your business area by **23 January 2024**. Please ensure the primary contact person is available during early February to complete this task.

Division:

Name:

Position:

Background

The Strategic Commissioning Framework sets a clear expectation that most roles and functions will be considered core work and therefore delivered by APS employees. Core means work essential to delivering the enduring functions of an agency, required on a regular and ongoing basis.

Due to the diversity and complexity of what we do in DISR, the COO Division have further refined and tailored the APS guidance to support business areas in determining core work, which was circulated during December for feedback and will be made available when the lists are sent out for review.

Next Steps

- COO Division will compile SharePoint lists of the external workforce (contractors, consultants, labour hire and outsourced service providers) data held in the Aurion and TechOne systems for each business area.
- These lists along with detailed instructions will be sent to each division's primary contact who will be responsible for coordinating their completion, with a session held to demonstrate how to complete.
- The review and completion of these lists will be required within a tight timeframe during early February to meet Executive Board timelines.
- The information collected from divisions will be used to set a target for the 2024-25 financial year.
- The COO Division will provide further information on targets to HoDs once the Executive Board has made a decision.

In the meantime, if you have any questions or concerns, please feel free to reach out to myself or workforce planning.

Kind regards

s

s 22

Assistant Manager, Workforce Planning

Chief Operating Officer Division | People Branch | Capability and Workforce Planning

Yuggera & Turrbal Country 100 Creek Street, Brisbane
Department of Industry, Science and Resources E s 22

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s 22

From: s 22
Sent: Tuesday, 17 February 2026 4:00 PM
To: s 22
Subject: FYI: Core roles under Strategic Commissioning Framework
Attachments: DISR's guide to identifying core roles (SCF - updated February 2026).pdf

Hi s

In January 2024 we reviewed all DISR' roles against the Corporate Plan and SCF to identify our [core roles](#).

I have reviewed these roles against the Corporate Plan 2025-29's key activities and strategic priorities and SCF and find that all roles identified in 2024 remain core to DISR – however I have updated these to reflect the changes in the Job Family Framework – please find the updated list attached.

I plan to upload this to our WFP Hub, before I do this can you please review and let me know if you have any questions.

Thanks

s

s 22 s 22

Assistant Manager, Workforce Planning
Chief Operating Officer Division | People Branch | Enterprise Workforce Planning

I work a 9 day fortnight, with every second Friday off - based in Brisbane and currently work AEST.

Yuggera & Turrbal Country 100 Creek Street, Brisbane
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