



Minute to Director-General

NATIONAL ARCHIVES OF AUSTRALIA

RkS Number: R575662024

To	Director-General	Date	
Cleared by	Chief Operating Officer (David Fraser)	Date	21 May 2024
From	Director, People and Culture (s 22(1))		

Recommendation

That you:

- **Note** the work category definitions for core, non-core and core (enabling) applied in the National Archives at **Attachment A**
- **Note APS Strategic Commissioning Framework Process Map** at **Attachment B**
- **Agree** to the proposed work category allocation for each job family and function of National Archives at **Attachment C**
- **Note** the summary of the National Archives workforce by job family and internal and outsourced arrangements at **Attachment D**
- **Approve** proposed reduction in labour hire usage by up to 15 positions in the Information and Knowledge Management job family at **Attachment E**
- **Note** the reporting requirements in the template at **Attachment F**

Deadline

For decision by 14 June to meet reporting timelines to the Australian Public Service Commission.

Background

In April 2024, the APS Commissioner, Dr Gordon de Brouwer, reminded agency heads of upcoming milestones for implementation of the [Strategic Commissioning Framework](#) (the Framework), as agreed by the Secretaries Board.

The Framework requires agencies to reduce their reliance on the 'external or outsourced workforce' (consultants, contractors, and labour hire) for work defined as core, and sets a clear expectation that APS employees will deliver most roles and functions. The Framework intends to deepen APS capability and mitigate the risks posed to APS capability, integrity, and public trust by excessive outsourcing.

By 30 June, agency heads must:

- define the core work within their agency that should be completed by employees and not usually outsourced
- set targets for 2024-25
- prepare to report on core work and targets through the APS Agency Survey
- include a summary of targets in the 2024-25 Corporate Plan.

Define core work

You are required to determine 'core' work for National Archives by job families and function. 'Core' means work essential to delivering the legislated and enduring functions of an agency, required on a regular and ongoing basis. Job families and functions are categorised through the APS Job Family Framework. The Job Family Framework is a workforce segmentation tool that groups occupations within the APS based on the type of work performed.

To assist in defining the National Archives 'core' work, People and Culture considered the *Archives Act 1983* and the *Corporate Plan 2023-34 to 2026-27*. The Act and Corporate Plan set out the legislated role of National Archives.

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In summary, the legislated responsibilities of the National Archives is to:

- set information management requirements for Australian Government entities to ensure records of government actions and decisions are created and kept, demonstrating accountability and evidence of the integrity of the operations of the Australian Government;
- select and preserve the most significant records of the Australian Government and authorise disposal of records with no ongoing value to government or community; and
- make records accessible to government and the public as a national resource.

Each agency must determine what it considers core work, building on the whole-of-APS core list provided by the Australian Public Service Commission (APSC) below:

- delivering programs and managing grants
- drafting legislation and regulation
- leading policy formulation
- roles that are on an agency's executive team
- undertaking procurement and managing contracts
- undertaking standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence).

In addition, under the Framework, any job functions and families that deliver directly to the legislated responsibilities would be considered core.

Attachment A provides definitions for work categories including core, core-enabling and non-core. The work category will inform the approach taken to recruitment (as detailed in **Attachment A**). In summary, all job families in National Archives would be considered core or core-enabling. Non-core work would apply only to finite project-based roles where independence is required and/or the related capability is not required within the National Archives in the longer term.

Attachment B has been disseminated by the APSC to guide agencies to make recruitment decisions when resourcing work. As per Principle 2, APS employment is the default.

Attachment C summarises roles in National Archives by job family and function and recommends a work category for each job family for your decision. In summary, it is proposed that the following job families be considered core - Information and Knowledge Management; Policy; Portfolio, Program and Project Management and Senior Executive. It is recommended all other families are considered core-enabling.

2024-25 Targets

You are required to set agency-specific targets for a reduction in use of an outsourced workforce by job family to be in place by 30 June 2024.

Attachment E proposes targets for each job family informed by interviews completed by People and Culture with all current contract owners (as of March 2024). The interviews increased understanding of our usage of labour hire and the type of work being undertaken.

The largest number of labour hire contractors have been engaged to complete Defend the Past, Protect the Future Project work which falls under the Information and Knowledge Management job family. Contract managers noted labour hire contractors have been engaged as this approach is perceived to be: quicker; less administratively burdensome; more attractive to candidates (as internal salary levels are not as competitive in comparison to private employment); and recruitment providers supply staff with security clearances.

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The below criteria was considered to determine 2024-25 targets:

- whether the currently outsourced work was 'core'?
 - Is it a legislated, enduring or expected future focus?
 - Is there integrity or risk considerations?
 - Is capability needed to reduce reliance on outsourcing?
 - Is capability needed to support stability and business continuity?
- Is it possible to convert delivery of work in-house at this time, and would it achieve a cost reduction?

In consideration of the above, it is proposed that up to 15 positions (between APS1 to APS5) in the Information and Knowledge Management job family be targeted for conversion to APS employment in 24-25. These roles are recommended as this job family represents the largest portion of National Archives core work required into the future, conversion of these classifications is more affordable than senior classifications, these roles may reduce turnover in classifications that have higher turnover (between 22% and 52%). Finance have costed this and would result in a minimum expected reduction in supplier expenditure of \$829,050 (based on conversion of 10 ASL).

As at 11 April 2024, the National Archives is 33.3 FTE under our affordable Budgeted FTE (Actual YTD ASL was 342.3). This is based on a nominal PBS ASL of 376 (2023-24); and affordability for 381.1 Budgeted FTE. It is expected the reportable Average Staffing Level (ASL) and employee costs will increase as external spend on core work is converted to APS roles. Finance have advised there is no issue exceeding the ASL if it is within National Archives existing funding, with no impact on overall spending as both Employee Expense and Supplier costs are Operating expenses.

Reporting

You are required to report on the targets through our Corporate Plan, Annual Report and to the APSC via the Agency Survey. Targets are based on expenditure; we must have the capability to report on spending by job family. The Finance Team will monitor progress against targets, with results being reported in the 24-25 Annual Report. **Attachment F** provides the template for our reporting requirements.

It is anticipated that significant manual effort will be required to meet reporting requirements. Currently, TechOne does not capture all required information. For example, while TechOne can report on the value and provider of contracts, it does not distinguish between contracts for labour hire and others, nor does it record the related job family for labour hire contracts. This means each contract would need to be reviewed, identified as labour hire and then linked to a job family. Finance have advised there are no enhancements to TechOne underway and the system cannot be configured to capture the required information.

Implementation

To facilitate the reduction in use of an outsourced workforce and conversion to ASL, People and Culture will work with the relevant business areas to ensure a recruitment process consistent with the *Public Service Act 1999* is completed.

Consultation

People and Culture consulted with internal stakeholders, the APSC and the Department of Infrastructure (Infrastructure). The approach recommended is consistent with advice from the APSC. However, other departments are investing in the reporting functionality of their financial management system. In Infrastructure, implementation is being led by [s 22\(1\)](#).

Budget implications

Approved

Signature

Name

Position

Date

☒ Yes

☐ No

☒ Yes

☐ No

☐ Please discuss

Mr Simon Froude

Director-General

31 May 2024

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ATTACHMENT A - WORK CATEGORY DEFINITIONS

While all work is important, some work is the business of the National Archives and the capability to deliver this work should be attracted, developed and retained within the National Archives.

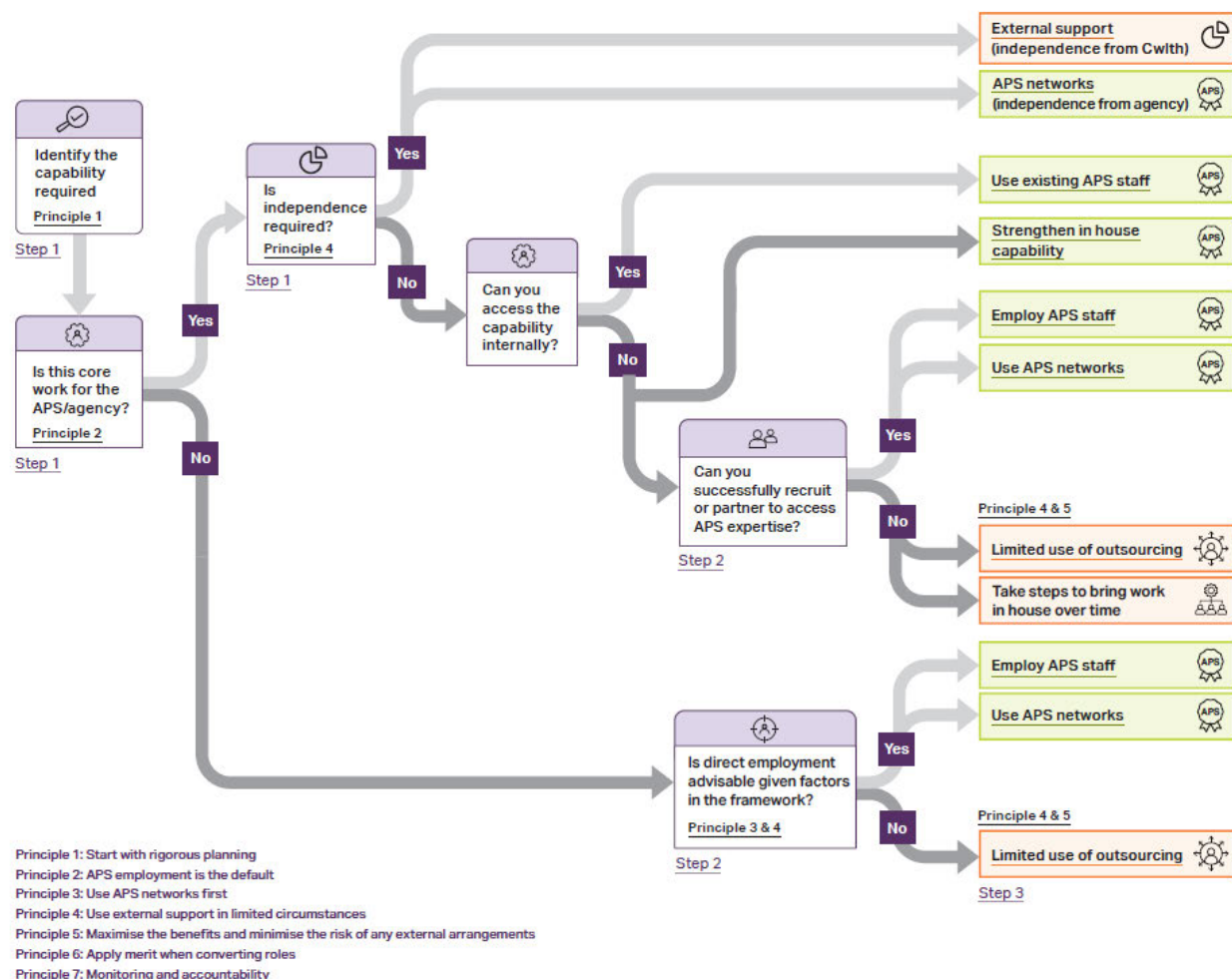
Work category	Definition	Default resourcing approach
Core work	Work for which the agency has a legislated responsibility and work that is an enduring function of the agency. The work is best done by public servants for stability, continuity and integrity of operations and/or decisions.	1. Use existing APS staff
Core (enabling)	Work that does not relate to legislated responsibilities and exists to enable the efficient and effective execution of core operations in the longer-term, but is not the core work itself (e.g. HR, IT, Facilities). The work is best done by public servants for stability, continuity and integrity of operations and/or decisions.	1. Use existing APS staff
Non-core	Work that does not relate to legislated responsibilities or enduring functions of the agency. This work is usually required only for a finite period. Outsourcing of this work does not risk the continuity and/or integrity of operations and/or decisions.	1. Limited use of outsourcing

ATTACHMENT B – APS STRATEGIC COMMISSIONING FRAMEWORK PROCESS MAP



APS Strategic Commissioning Framework Process Map

Key decision points as you resource your work in line with the framework



Capability
Identify the capability required, including the depth and duration. Agency level workforce planning can help you manage peaks, troughs and terminating measures.

Independence
For independence from the Commonwealth, limited use of contractors or consultants is appropriate.
For advice that is independent of your agency, other Commonwealth entities may be of assistance.

APS expertise

Core work should be done by APS employees. Each agency must determine what it considers core work, building on the list in the framework. To staff core work, consider a range of options such as reassigning or reskilling existing employees, recruiting new employees, drawing on APS networks to find skilled staff, accessing Commonwealth services and expertise.

You are not constrained from employing APS staff for non-core work. Consider a range of factors such as the need to prioritise direct employment, integrity and conflicts of interest, capabilities the agency wants to build and grow, and availability of skills in the labour market.

Unable to recruit or partner
If recruitment/partnering is unsuccessful (or likely to be unsuccessful), then limited use of outsourcing may be appropriate short term.

- Take steps to build skills of APS staff and address recruitment barriers
- Transition the work to APS over time.

Workforce planning is key to improve recruitment outcomes into the future.

Limited use of outsourcing

Outsourcing is limited to defined circumstances for core work
Contractors and labour hire only for:

- Periods of high demand for staff
- Back-filling critical business need
- Temp need for in-demand skills
- Recruitment unsuccessful/likely to be unsuccessful.

Consultants only for:

- Temp need for in-demand skills
- Urgent/unforeseen need for a core capability
- One off or limited need for independent advice.

Outsourced service providers are primarily used for non-core work.

When outsourcing:

- Include knowledge and skill transfer to grow APS capability over time
- Collect data on use of the external workforce to inform central reporting (Principle 7).

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ATTACHMENT C - NATIONAL ARCHIVES BY APS JOB FAMILY FRAMEWORK AND RECOMMENDED WORK CATEGORY

APS Job Family	APS Job Function	% of NAA roles	Proposed work category	Explanation
Information and Knowledge Management	- Information Governance and Knowledge -Data/Info Management Officer -Curator/Archivist/ Conservator -Records Management Officer or Manager	53%	Core	The National Archives has a legislated responsibility for this work and this is an enduring function of the agency. The work is best done by public servants for stability, continuity and integrity of operations and/or decisions.
Policy	- Governance (internal) - Policy Design	4%	Core	
Portfolio, Program and Project Management	- Program - Project	8%	Core	
Senior Executive	- Chief Executive/Statutory Office Holder - Strategic Leadership	1%	Core	
Service Delivery	- Gallery, Museum and Tour Guides/Tourist Information - Program Delivery	5%	Core	
Accounting and Finance	- Accounting - Budget, Costs and Financial Analysis - Finance - Procurement and Contracting	3%	Core (enabling)	This work enables the efficient and effective execution of core operations and is required in the longer-term, but is not the core work itself. The work is best done by public servants for stability, continuity and integrity of operations and/or decisions.
Administration	- Development Program - Executive Support - Facilities and Property - General Administrative Support - Operational Support	7%	Core (enabling)	
Communications and Marketing	- Creative Design - Marketing - Public Relations and Stakeholder Management	5%	Core (enabling)	

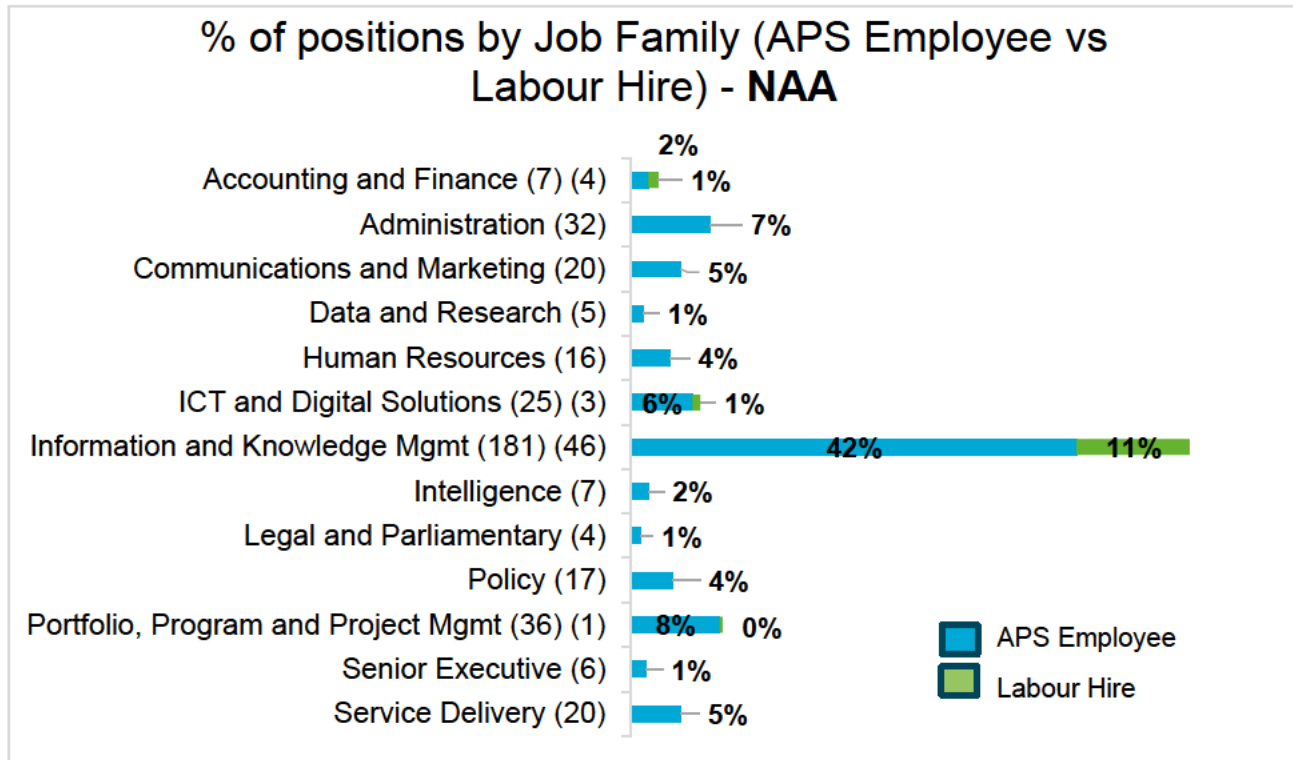
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	• Writing and Editing			
Data and Research	• Research	1%	Core (enabling)	
Human Resources	• HR Operational • HR Strategic • Organisational Design • Work Health and Safety	4%	Core (enabling)	
ICT and Digital Solutions	• IT Business Management • Service Delivery • Solutions Development • Solutions Implementation	7%	Core (enabling)	
Intelligence	• Security	2%	Core (enabling)	
Legal and Parliamentary	• Legal and/or Court Officer	1%	Core (enabling)	

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ATTACHMENT D - JOB FAMILIES (APS EMPLOYEES VS LABOUR HIRE) AT 1 MARCH 2024



Note:

- The first number following the job family indicates the headcount of APS employees. The second number indicates the headcount of labour hires. If there is not a second number it means that job family is employing APS employees only and labour hire is not utilised.
- The *Portfolio, Program and Project Management* job family is showing 0% for labour hire. This job family has 1 labour hire that has been rounded down to 0%.

ATTACHMENT E - TARGETS TABLE BY JOB FAMILY FOR 2024/25

At 1 March 2024, 54 labour hire contractors were engaged by the National Archives across 4 job families:

1. Accounting and Finance
2. Information and Knowledge Management
3. ICT and Digital Solutions
4. Portfolio, Program and Project Management

APS Job Family	Proposed reduction in supplier expenditure \$\$	Minimum conversion target
Accounting and Finance	-	-
Administration	-	-
Communications and Marketing	-	-
Data and Research	-	-
Human Resources	-	-
ICT and Digital Solutions	-	-
Information and Knowledge Management	\$829,050	Based on 5 x APS1/2 5 x APS3
Intelligence	-	-
Legal and Parliamentary	-	-
Policy	-	-
Portfolio, Program and Project Management	-	-
Senior Executive	-	-
Service Delivery	-	-
Total	\$829,050	10

THE AUSTRALIAN PUBLIC SERVICE STRATEGIC COMMISSIONING FRAMEWORK
REPORTING WORKBOOK

DEFINING 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, time-limited taskforce <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	
Trades and labour	Vehicles and equipment maintenance and operation									
Human Resources	Human resources strategic									

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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>	k. Other If your agency took other steps not covered by the previous columns, please briefly describe <i>(free text)</i> <i>(non-mandatory)</i>
<i>Not setting a target - Outsourcing of core work is minimal and in line with limited circumstances</i>	yes	yes	yes	yes	yes	no	yes	yes	Not applicable	no	yes	yes	no	yes	yes	yes	yes	yes	yes	Not applicable

Report progress against Year 1 targets (2024-25)

Your agency's targets for Year 1 (2024-25) have been pre-populated below. Please report on the extent to which targets were achieved. Explanations can be provided if targets were not fully met. If your agency did not set a target in 2024-25, please leave this tab blank.

The primary metric is actual reductions in supplier expenditure under relevant contracts. If your target included expected reductions in external positions (as FTE) please report on actual reductions in external positions also.

When setting targets in 2024, each agency was asked to document its methodology for calculating expected reductions. This should (in most cases) identify relevant contracts and any assumptions. Refer to this methodology as you calculate actual reductions as agency methodology is not reported to the APSC.

- Targets 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 report actual reductions accordingly.

- Actual reductions in external positions (Column F) is non-mandatory.
- Outcome column (G) calculates automatically. % is based on actual reductions in supplier expenditure. Each target will be categorised as: exceeded, fully met (100%), substantially met (61-99% met), partially met (16-60% met), or not met (0-15% met). This categorisation will inform public reporting.
- Explanation columns (H-J) allow you to provide context for any targets not fully met. If your primary/secondary reasons are not in the drop-down list, use free text in column J. Please keep this short and high level. Do not include personal information.

For questions about Year 1 targets contact SCF@apsc.gov.au.

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

- 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.

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:

- 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.

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/outsourcing-limited-circumstances>.

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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.

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.

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 reduction 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>

For more information on setting targets visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/apsc-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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