

Appendix A Core and Non-Core Functions

Core Functions 2024-2025

Job family	Job function (optional)	Work you consider core
Accounting & Finance	Accounting Budget, Costs & Financial Analysis Finance Procurement & Contracting	Budget forecasting and monitoring Cost recovery Financial analysis Management accounting NPP preparation Procurement
Administration	General Administrative Support Executive Support Facilities & Property Operational Support	Administrative support Facilities/property management
Communications & Marketing	Public Relations & Stakeholder Management Writing & Editing	Sector engagement
Compliance & Regulation	Enforcement Investigation Regulation/Compliance	Enforcement Investigations Compliance case management
Data & Research	Numerical Analysis Data & Research	Business analyst Data modelling Numerical risk analysis
Human Resources	Human Resources Strategic Work Health & Safety Organisational Design Human Resources Operational	Business partnering Capability development HR systems Industrial relations Organisational structure Workforce planning & recruitment WHS

ICT & Digital Solutions	IT Business Management Service Delivery Solutions Development	Digital architecture & infrastructure Solutions management Service desk Systems analysis Testing management
Information & Knowledge Management	Information Governance & Knowledge	Data & records management
Intelligence	Intelligence Analysis Forensics Security	Intelligence collection & analysis Cyber Security
Legal & Parliamentary	Lawyer/Legal Adviser Legal & Court Officer Legislation Legal Coordination Ministerial/Cabinet and Parliamentary Liaison	Lawyer, Legal Services Ministerial support
Monitoring & Audit	Audit Risk	Quality assurance Auditing Risk assessment
Policy	Policy Design	Policy development & analysis
Portfolio, Program and Project Management	Design Evaluation Program	Benefits management Portfolio management
Senior Executive	Chief Executive/Statutory Office Holder Strategic Leadership	ELG
Service Delivery	Customer Advice & Support	Complaints management/ resolution Client case management

Non-Core Functions

Job family	Job function (optional)
Communications & Marketing	Marketing Creative Design Multimedia
Science & Health	Health & Allied Health Professionals (Pharmacist)
Portfolio, Program and Project Management	Project
Data & Research	Research

The Job Functions in the table above are considered non-core functions of the Commission. As such, they are outside the intent of the Strategic Commissioning Framework. The Commission intends to reduce expenditure on consultants and contractors in these Job Functions, in line with the Commission's responsible use of Commonwealth resources but will not report on these reductions in the same way as those defined in the brief.



Core Functions 2025-2026

TYPE OF WORK Describe your agency's core work (free text) (mandatory)	TYPE OF WORK Relevant job family (One job family per row. Multiple rows can be added for the same job family) (mandatory)	TYPE OF WORK Main job function if known (non-mandatory)
APS-wide: Developing cabinet submissions once they are in a Cabinet classified environment, and drafting cabinet submission recommendations at any stage of policy development	Policy	Policy design
APS-wide: Drafting legislation and regulation	Legal and parliamentary	Legislation
APS-wide: Leading policy formulation	Policy	Policy design
APS-wide: Roles on the agency's executive team	Senior Executive	Strategic leadership
APS-wide: Undertaking procurement and managing contracts	Accounting and Finance	Procurement and contracting
APS-wide: Standard cost benefit analysis (excluding major capital, infrastructure, complex IT and secure assets such as defence)	Accounting and Finance	Budget, costs and financial analysis
APS-wide: Delivering programs	Service delivery	Program delivery
APS-wide: Managing grants	Service delivery	Program delivery
Financial reporting, AR, AP, Policy & Compliance	Accounting and Finance	Finance
Development of agency specific solutions, IT infrastructure and service delivery	ICT and digital solutions	Solutions development
Project, Change Management	Portfolio Program and Project Management	Project