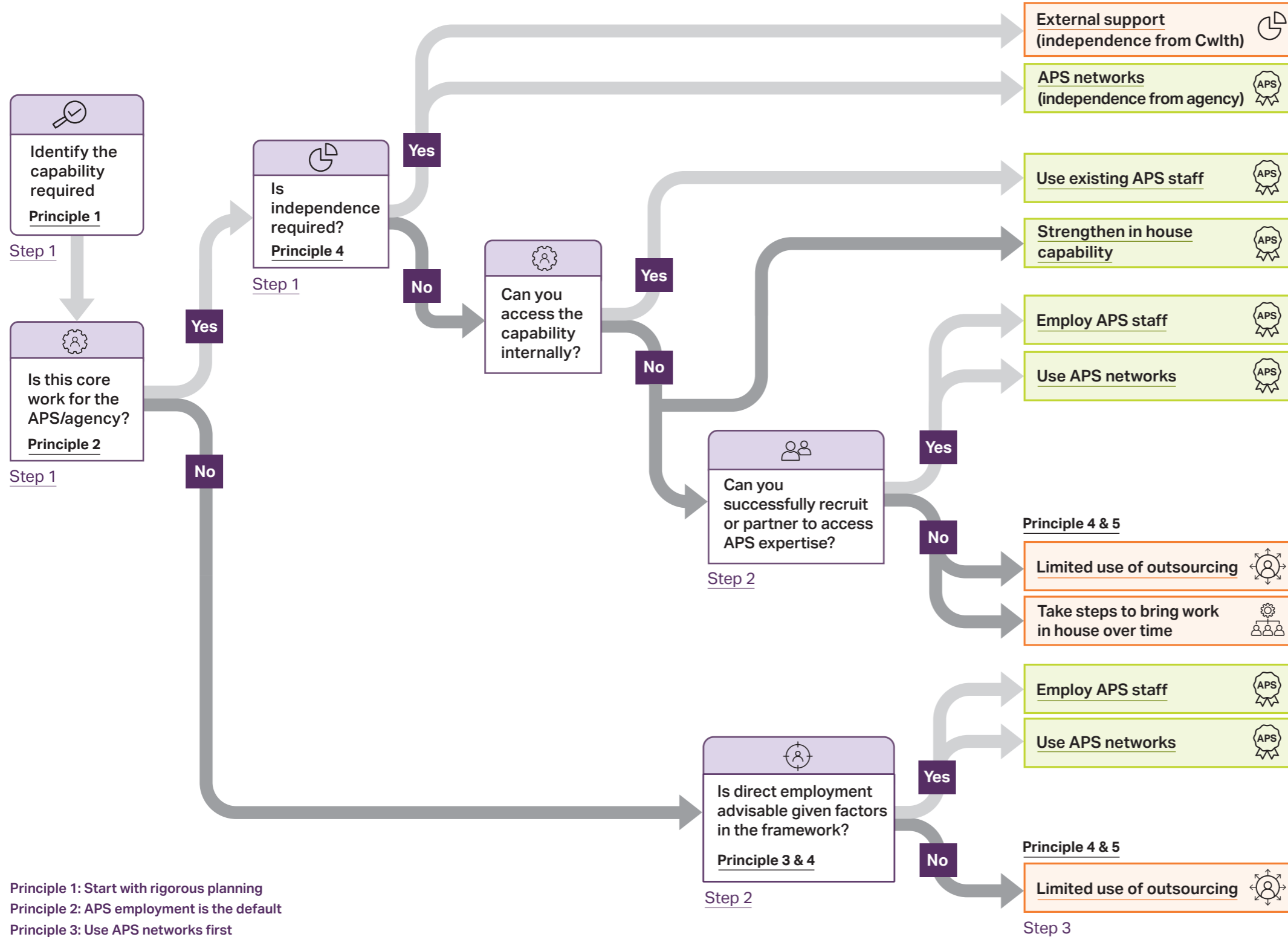




APS Strategic Commissioning Framework Process Map

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



- Principle 1: Start with rigorous planning
- Principle 2: APS employment is the default
- Principle 3: Use APS networks first
- Principle 4: Use external support in limited circumstances
- Principle 5: Maximise the benefits and minimise the risk of any external arrangements
- Principle 6: Apply merit when converting roles
- Principle 7: Monitoring and accountability

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**).