Department of Finance – Shared and Common Services Program

Whole-of-Government Corporate Business Services Catalogue

June 2017

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# **Introduction**

**Background**

In the 2014-15 Budget, the Australian Government introduced a Commonwealth-wide *Contestability Framework* (Framework). The purpose of this Framework is to encourage Commonwealth Agencies to adopt a more commercial mindset and to continually seek ways of improving existing arrangements and functions to improve both efficiency and effectiveness while achieving Government outcomes.

As part of the Framework, the Department of Finance (Finance) developed and introduced a Whole-of-Government Benchmarking Exercise (the Exercise) to compare corporate business service costs across Non-Corporate Commonwealth entities. Corporate business services for the purposes of the Exercise include Financial Services, Human Resources, and Corporate Services (excluding ICT Services at this stage).

The process involves measuring and comparing the performance of an Agency’s corporate functions (Services) against those of similar Agencies to gain understanding, information, and insights to assist planning in achieving desired outcomes[[1]](#footnote-1).

**Purpose**

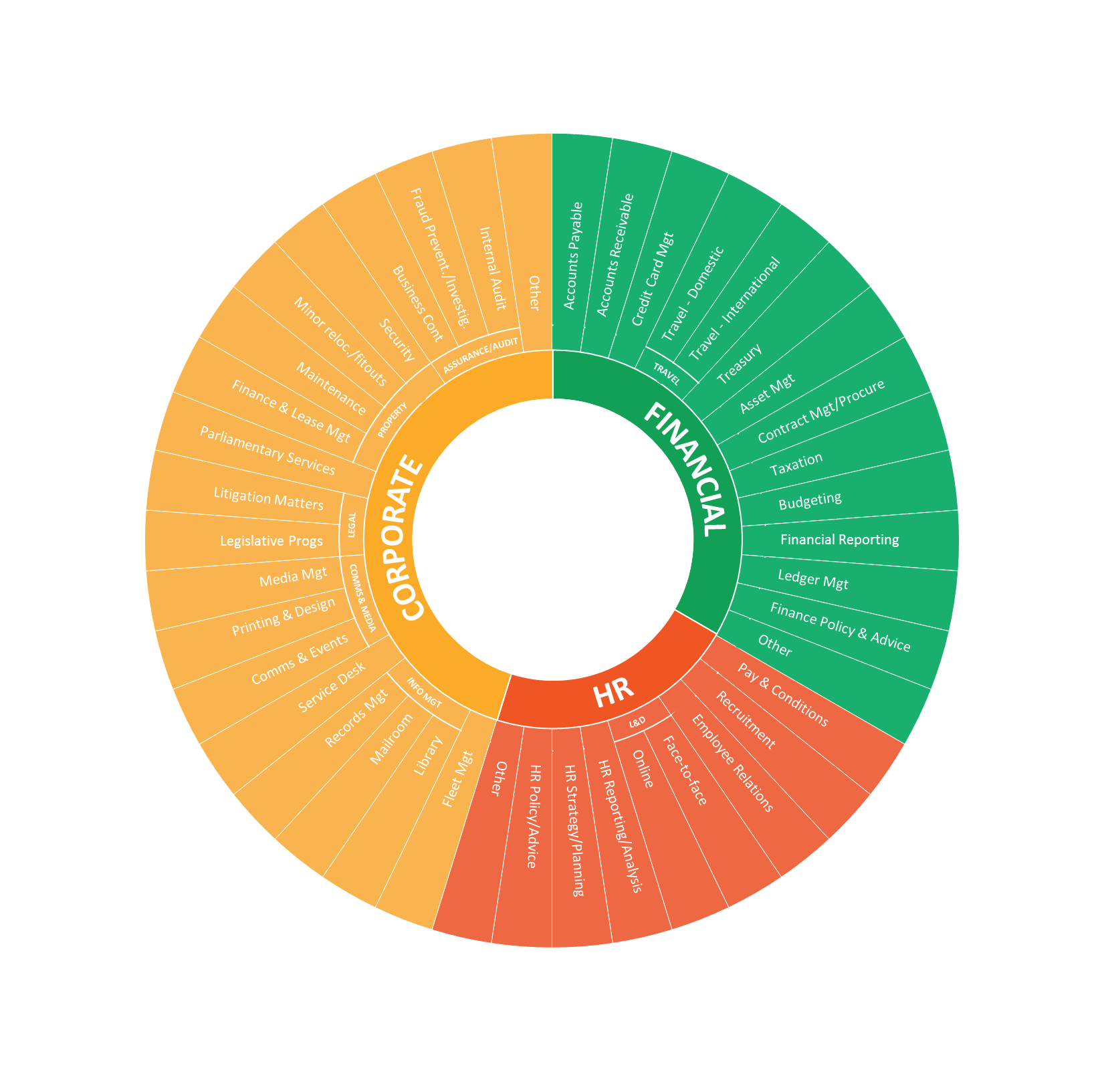
The Whole-of-Government Corporate Business Services Catalogue (the Catalogue) contains a suite of corporate services from the Whole-of-Government perspective, providing variable degrees of granularity through labelling services into various levels. Level 1 is the broadest category of services, whilst Level 2 and Level 3 break these down into smaller and more specific functions. For example, Level 1 *Financial Services* is the broadest service classification, a component being *Accounts Payable* (Level 2), and a component of that being *Pay-Run* (Level 3).

The Catalogue is used to cost services to:

* establish a clear and consistent approach to cost services;
* quantify financial benefits that may arise from the Shared and Common Services Program;
* inform Agencies of their service requirements;
* identify appropriate service providers;
* provide a mechanism in which to compare services across alterative offerings; and
* promote a contestable environment for the provision of services.

A consistent and transparent costing methodology has been developed to enable consuming agencies to cost corporate business services within a short timeframe, without significantly impacting on the scarce resources of Agencies.

To facilitate the completion of the Exercise, costs will be allocated to Level 2 (rolled up to Levels 1 for reporting purposes). Undertaking costings at Level 3 would require significant resource investment, and is unlikely to add any additional value, particularly for Agencies that are proposing to received shared and common services.

**Overview of the Service Catalogue**

**Context**

The 2016-17 financial year will be the third year in which the Exercise has been conducted. Building on the methodology, processes, tools, and feedback received by participating Non-Corporate Commonwealth entities over the previous two years (rounds), this Catalogue incorporates various changes and enhancements.

At a broad view, these changes include:

* Improvements to **Level** classifications resulting in some movements, consolidation, and partitioning of services;
* Improved **Service Definitions** to assist Agencies to understand what is captured within each corporate business service;
* Changes of **Unit of Measure** to better reflect cost drivers and effort supporting each service. Predominately these changes are for services which previously included ‘Hours’ as the Unit of Measure; however, hours will remain as a secondary measurement for comparisons to previous rounds; and
* Incorporation of specific **Inclusions/Exclusions** for each service to assist in ensuring a consistent approach for comparative and benchmarking purposes. Further Inclusions/Exclusions that are identified during the Exercise will be added to the Catalogue as part of the continual improvement surrounding Service Definitions.

**Costing Principles**

The costing principles used previously have also been reviewed and updated as approroriate. The following provides the overarching principles that should be applied in undertaking the 2016-17 benchmarking process.

|  |  |
| --- | --- |
| **Scope of Corporate Services** | The cost model should incorporate all the corporate services in the Services Catalogue except for:   * ICT services; and * Contact Centres where these relate to non-Corporate Services (ie. Other agency program which are generally public facing). |
| **Entire Corporate Services Organisation** | The cost base incorporated in the model should be the total costs, every cost centre and every expense, of the entire Corporate Services Division / Branch / Section excluding ICT cost centres.  Additional cost centres may need to be included where the non-ICT Corporate Services are delivered from organisational units outside of the Corporate Services organisation. |
| **Fully Absorbed Costs** | The cost base should include the full cost of delivering corporate services with all indirect costs and overheads absorbed. The full cost base must include:   * Direct, indirect and management employee and contractor costs including employee on-costs; * Employee related on-costs including FBT, Comcare premiums, payroll tax, etc; * Consultants; * Supplier costs; and * Property costs associated with the direct, indirect and management employees. |
| **Section 74 Revenue to be included** | All revenue associated with the corporate services should be included to provide the total net cost of Corporate Services to the Agency/Department. This includes leave liability revenue, recover of certain costs from employees or external agencies and service revenue from the supply of corporate services to other agencies. |
| **SES Employee Costs** | The costs of all SES within the Corporate Services Division / Branch are to be included in the cost base. Their costs would be expected to be allocated to an overhead cost pool activity and apportioned across all the services they are responsible for.  Costs for more senior SES above the corporate services Division / Branch are not to be included. |
| **Employee On-Costs &**  **Employee Related Costs** | Most employee on-costs (superannuation, leave, etc) are usually allocated directly to the cost centre where the employee is engaged.  Where employee on-costs or related costs are consolidated within a single cost centre an average FTE rate should be calculated and allocated proportionately to the following activities:   * Corporate Services overhead cost pool for that proportion relevant to the number of FTE in corporate services; and * a “Pass through” activity for the remainder that represents the costs for the rest (non-corporate areas) of the agency. |
| **Property & Facilities Overheads** | The service costs must incorporate a component representing the property and facilities overhead.  Corporate cost centres often incorporate expenses for the payment of all property leases and operating costs for the entire agency. Where this is the case an average ASL rate should be calculated and allocated proportionately to the following activities:  proportionately to the following activities:   * Corporate Services overhead cost pool for that proportion relevant to the number of FTE in corporate services; and * a “Pass through” activity for the remainder that represents the costs for the rest (non-corporate areas) of the agency. |
| **Pass through Costs** | Corporate services cost centres often contain expenses incurred on behalf of the entire agency. Examples include the entire agencies property costs, FBT cost, comcare premiums, paternity employee costs, etc.  Where this is the case an ASL rate should be calculated and allocated proportionately to the following activities:   * Corporate Services overhead cost pool for that proportion relevant to the number of FTE in corporate services; and * a “Pass through” activity for the remainder that represents the costs for the rest (non-corporate areas) of the agency. |
| **Allocation of Overhead Cost Pools** | Any overhead costs (eg. Management employee costs, property, FBT, etc) should be grouped into one of the following overhead cost pools:   * All Corporate Services; * All Finance Services; * All HR / Payroll Services; and * All Other Corporate Services.   The allocation of these cost pools to the relevant business services will be based upon the proportionate number of ASL allocated to each business service. |
| **Capital Costs** | No capital costs should be included within the model. |
| **Units of Measure** | The Primary Unit of Measure and Secondary Units of Measure are to be provided by each Agency. |

**Document Version Control**

The owner of this document is the Department of Finance, Director of Shared and Common Services team.

|  |  |  |
| --- | --- | --- |
| **Version** | **Date** | **Notes/Summary of Change** |
| 5.3 | 15 December 2015 | Published Whole-of-Government – Corporate Business Services Catalogue |
| 6.0 | 13 April 2017 | DRAFT – updated Catalogue incorporating improvements and enhancements suggested by participants, including changes to some units of measure with descriptions |

# **Catalogue Summary: Financial Services**

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| --- | --- | --- | --- | --- |
|  |  |  | **Units of measure** | |
| **Report Group** | **Level 2** | **Short Descriptions** | **Primary** | **Secondary** |
| **Accounts Payable** | Accounts Payable | Pay-Runs, Processing & Enquiries, Reconciliation, Reporting,  Vendor Data Mgt | Manual AP Invoices | Automated AP invoices |
| **Accounts Receivable** | Accounts Receivable | Debt Recovery, Processing & Enquiries, Reconciliation, Reporting,  Customer Data Mgt | Manual AR Invoices | Automated AR invoices |
| **Credit Card Mgt** | Credit Card Mgt | Acquittals, Advice, Issuance/Cancellation | Average Issued & Managed Credit Cards | Hours |
| **Travel** | Travel – Domestic | Domestic Travel – Advice, Contract Mgt, Reporting | Domestic Trips | Hours |
| Travel – International | International Travel – Advice, Contract Mgt, Reporting | International Trips |
| **Treasury** | Treasury | Appropriation Mgt, Bank Account Mgt, Funds Drawdown | Departmental and Special Account Expenditure | Administered Expenditure |
| **Asset Mgt** | Asset Mgt | Project Acct, Register Maint, Reporting, Stocktakes, Valuations & Impairments | Active Assets | Hours |
| **Contract Mgt & Procurement** | Contract Mgt & Procure | Advice & Support, MoU Mgt, Panel Mgt, Procurement Processing,  Reporting & Coordination | Value of New Procurements | Hours |
| **Taxation** | Taxation | BAS/GST Mgt, FBT Mgt, Reconciliations | Taxation bill | Hours |
| **Budgeting** | Budgeting | Budget Development, Reporting, Costing | Departmental and Special Account Expenditure | Administered Expenditure |
| **Financial Reporting** | Financial Reporting | Financial Reporting, Financial Statements, Management Accounting | Departmental and Special Account Expenditure | Administered Expenditure |
| **Ledger Mgt** | Ledger Mgt | Balance Sheet Reconciliations, Chart-of-Accounts, General Ledger, Month-End | Departmental and Special Account Expenditure | Administered Expenditure |
| **Finance Policy & Advice** | Finance Policy & Advice | Finance Policy & Advice | Departmental and Special Account Expenditure | Administered Expenditure |
| **Other** | <Agency Specific> | <Agency Specific> |  |  |

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| **Legend** | Core Transactional Services | Value-Add Transactional Services | Strategic Services | Changes |

# Catalogue Summary: Human Resources Services

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|  |  |  | **Units of measure** | |
| **Report Group** | **Level 2** | **Short Descriptions** | **Primary** | **Secondary** |
| **Pay & Conditions** | Pay & Conditions | Establishment, Entitlements, Mgt HR Data, Overseas Employee Mgt, Processing, Pay-Runs, Salary Packaging, Reporting, Remuneration & Overpayments, Study Assistance | Pays Processed | Hours |
| **Recruitment** | Recruitment | Delegate Support, Entry Level Programs, Operational Support, Reporting, Specialist Recruitment Programs | Recruitments Filled | No. of Applications |
| **Employee Relations** | Employee Relations | Conduct & Ethical Behaviour, Performance Mgt, Work-Health & Safety, Workplace Diversity, Workplace Relations | Agency ASL | Hours |
| **Learning & Development** | Face-to-Face | Training Development, Delivery, Reporting | No. of Training Days | Hours |
| Online (eLearning) | Training Development, Delivery, Reporting, Online Module Maintenance | No. of Training Courses |
| **Reporting & Analysis** | HR Reporting & Analysis | Analyse Organisational Structure, Methods & Procedures | Agency ASL | Hours |
| **Strategy & Planning** | HR Strategy & Planning | Advice & Enquiries on Workforce Planning | Agency ASL | Hours |
| **Policy & Advice** | HR Policy & Advice | Advice on HR Policies & Programs | Agency ASL | Hours |
| **Other** | <Agency Specific> | <Agency Specific> |  |  |

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| --- | --- | --- | --- | --- |
| **Legend** | Core Transactional Services | Value-Add Transactional Services | Strategic Services | Changes |

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|  |  |  | **Units of measure** | |
| **Report Group** | **Level 2** | **Short Descriptions** | **Primary** | **Secondary** |
| **Fleet Mgt** | Fleet Mgt | Advice & Support, Orders, Reporting | Vehicles Managed | Hours |
| **Information Mgt** | Library | Collection & Resources, Training, Database Mgt, Research & Referencing | Library Files | Hours |
| Mailroom | Bulk Mail-Outs, Classified, Freight, Outgoing/Incoming Mail, International Mail | Mail Items |
| Records Mgt | File Management, FOI & Subpoenas, Guidelines, Reporting & Training | New/Added Records |
| **Service Desk** | Service Desk | Help-Desk, Switchboard | Jobs Logged | Hours |
| **Communications & Media** | Comms & Events | Annual Reporting, Audio-Visual & Theatre, Speechwriting, Social Media Support | Events/Productions | Hours |
| Printing & Design | Brand Solutions, Style Guides, Campaign Material, Advertising, Visual Id | Campaigns |
| Media Mgt | Managing and dealing with External Media | Hours |  |
| **Legal Services** | Legislative Progs | Legal Drafting & Advice, Legislative Programs, FOI Requests | Hours |  |
| Litigation Matters | Int/Ext Litigation Matters, (Hearings, Court & Tribunal Matters, Advice) | New Cases/Hearings | Hours |
| **Parliamentary Services** | Parliamentary Services | Ministerial Correspondence, Secretariats, Senate Estimates | Parliamentary Records | Hours |
| **Property Services** | Finance & Lease Mgt | Finance Mgt, Lease Mgt, Strategic Accommodation Planning, Standards & Policy | Lease Costs | Hours |
| Maintenance | Contract Mgt, Incident Resolution/Repairs, Parking, Waste Mgt | Lease Costs |
| Minor Relocations | Building/Office Fit-Outs, Setup Purpose Rooms, Staff Relocations | Relocation/Fitout cost |
| Security | Electronic Sec, Forensic Material, Access, Advice, After-Hours, Security Guards | Lease Costs |
| **Assurance & Audit** | Business Continuity | Business Continuity, Emergency Management, Monitoring & Reporting | Departmental and Special Account Expenditure | Total Administered Expenditure |
| Fraud Prevention & Investigation | Fraud Investigations, Fraud Prevention, Awareness Training, Control Planning, Pre-Referral Advice, Policy Advice | New Cases | Hours |
| Internal Audit | Internal Audit | Departmental and Special Account Expenditure | Total Administered Expenditure |
| **Other** | <Agency-specific> | <Agency-specific> |  |  |

# Catalogue Summary: Corporate Services

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| --- | --- | --- | --- | --- |
| **Legend** | Core Transactional Services | Value-Add Transactional Services | Strategic Services | Changes |

# **Financial Services**

**Overview**

Financial Services is comprised of the main business services that support both internal and external stakeholders in a broad range of accounting, taxation, treasury, and reporting functionalities. These services are largely transactional in nature.

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| --- | --- | --- | --- |
| **Reporting Group** | **Level 2** | **Primary**  **Unit of Measure** | **Secondary**  **Unit of Measure** |
| [Accounts Payable](#_Accounts_Payable) | [Accounts Payable](#_Accounts_Payable) | Number of manual AP invoices processed | Number of automated AR invoices processed |
| [Accounts Receivable](#_Accounts_Receivable_(AR)) | [Accounts Receivable](#_Accounts_Receivable_(AR)) | Number of manual AR invoices, credit notes, and receipts processed | Number of automated AR invoices, credit notes, and receipts processed |
| [Credit Card Management](#_Asset_Management) | [Credit Card Management](#_Asset_Management) | Average number of credit cards issued and managed | Total number of hours |
| [Travel](#_Travel_-_Domestic_1) | [Travel - Domestic](#_Travel_-_Domestic_1) | Number of domestic trips undertaken | Total number of hours |
| [Travel – International](#_Travel_–_International) | Number of international trips undertaken | Total number of hours |
| [Treasury](#_Treasury_1) | [Treasury](#_Treasury_1) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Asset Management](#_Asset_Management_1) | [Asset Management](#_Asset_Management_1) | Average number of active assets under control and maintained | Total number of hours |
| [Contract Management & Procurement](#_Budgeting) | [Contract Management & Procurement](#_Budgeting) | Total value of new and significantly varied procurements | Total number of hours |
| [Taxation](#_Taxation_1) | [Taxation](#_Taxation_1) | Total taxation bill | Total number of hours |
| [Budgeting](#_Budgeting_1) | [Budgeting](#_Budgeting_1) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Financial Reporting](#_Contract_Management_&) | [Financial Reporting](#_Contract_Management_&) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Ledger Management](#_Ledger_Maintenance) | Ledger Management | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Financial Policy & Advice](#_Financial_Policy_&_1) | [Financial Policy & Advice](#_Financial_Policy_&_1) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| Other [Financial](#_Other_Financial_Services_1) Services | <[Agency](#_Other_Financial_Services) Specific> | Total number of hours |  |

## Accounts Payable (AP)

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **AP – Pay-Run** | Undertake pay-runs, including generation, transmittal, and rectifying any rejected payments. |
| **AP – Processing & Enquiries** | Processing: direct invoices and credit notes; purchase order related payments; staff and non-staff reimbursements; committee member payments; and petty cash payments. Includes, attending to enquiries raised by internal and external stakeholders. |
| **AP – Reconciliation** | Undertake monthly reconciliation of sub-ledgers/accounts and internal reporting. |
| **AP – Reporting** | Various external reporting, including payments for small business, Senate Estimates, completion of Questions on Notice, and ad-hoc reporting.  **Note:**  Internal reporting is included in ‘AP – Reconciliation’. |
| **Vendor Master Data Management** | Creation, variation, and mark for deletion functions for all vendor master records. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Full range of accounts payable services, including payments of direct and purchase order related payments, staff and non-staff reimbursements, petty cash payments, international payments, associated advice to internal and external (suppliers) stakeholders, reconciliations and reporting, and vendor master data management. |
| **Exclusions** | * ICT related systems costs (i.e. FMIS) * Contract management and procurement * Processing payroll pay-runs (included in Pay & Conditions) |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of manual AP invoices processed** | Number of manual AP invoices processed during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Direct invoices, invoices against POs, and debit notes. |
| **Exclusions** | Automatically loaded and processed invoices/payments through FMIS with minimal human intervention. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of automated AP invoices processed** | Number of automated AP invoices processed during the period. |

## Accounts Receivable (AR)

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **AR – Debt Recovery** | Track ageing debts and follow-up on collection activities. |
| **AR - Processing & Enquiries** | Processing: requests to raise tax invoices and credit notes; staff and non-staff debts; committee member debts; and writing-off functions (when required). Includes attending to enquiries raised by internal and external stakeholders. |
| **AR – Receipting** | Receipt all incoming payments including cash, cheque, BPAY, EFT, and credit cards of public monies and daily banking. |
| **AR – Reconciliation** | Undertake monthly reconciliation of sub-ledgers/accounts and internal reporting. |
| **AR – Reporting** | Various external reporting, including Senate Estimates, completion of Questions on Notice, and ad-hoc external reporting.  **Note:**  Internal reporting is included in ‘AR – Reconciliation’. |
| **Customer Master Data Management** | Creation, variation, and mark for deletion functions for all customer master records. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Full range of accounts receivable services, including receipting of direct and purchase order related payments, staff and non-staff reimbursements, associated advice to internal and external (suppliers) stakeholders, reconciliations and reporting, and customer master data management. |
| **Exclusions** | * ICT related systems costs (i.e. FMIS) * Contract management and procurement |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of manual AR invoices, credit notes, and receipts processed** | Number of manual AR invoices raised, credit notes, and cash receipt transactions processed during the period, and other adjusting transactions. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Raising invoices, credit notes, and cash receipts. |
| **Exclusions** | Automatically loaded and processed invoices, including cash receipting, through FMIS with minimal human intervention. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of automated AR invoices, credit notes, and receipts processed** | Number of automated AR invoices raised, credit notes, and cash receipt transactions processed during the period, and other adjusting transactions. |

## Credit Card (CC) Management

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **CC - Acquittals** | Acquittals on a regular basis of the credit cards on issue. |
| **CC - Advice** | Advice on credit card policy, authorised and unauthorised use of the cards, monthly acquittals, dispute transactions, and frequently asked questions. |
| **CC - Issuance/ Cancellation** | Provision of cards for use in accordance with the Department or Agencies’ Appropriate Authority Instructions (AAIs). Provision of timely cancellation of lost or stolen cards. |
| **CC - Reconciliation** | Undertake monthly reconciliation of accounts and internal reporting. |
| **CC - Reporting** | Various external reporting, including payments for small business, Senate Estimates, completion of Questions on Notice, and ad-hoc external reporting.  **Note:**  Internal reporting is included in ‘CC – Reconciliation’. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision and management of credit cards, including account changes, cancellation, transaction uploads and movement files, and the acquittal process. |
| **Exclusions** | * ICT related systems costs (i.e. FMIS) * Pay-runs for credit cards (included in Accounts Payable) |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average number of credit cards issued and managed** | Average number of active credit cards issued and managed for internal and external stakeholders during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Travel - Domestic

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Domestic Travel – Advice** | Advice on domestic travel policy, travel rates, incidental expenses, and frequently asked questions. |
| **Domestic Travel – Contract Management** | Contract management of flights, accommodation, and car hire providers, ensuring semi-automated booking systems support users to conform to customer travel policies. |
| **Domestic Travel – Reporting** | Various external reporting, including Senate Estimates, completion of Questions on Notice, and ad-hoc external reporting.  **Note:**  Internal reporting is included in ‘Domestic Travel – Contract Mgt’ |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Advice and contract management of domestic travel, accommodation, Cabcharge and car-hire booking through third-party providers under the Whole-of-Government travel arrangements with the Department of Finance. |
| **Exclusions** | International travel |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of domestic trips undertaken** | Number of domestic trips organised and managed during the period.  **Note:**  A trip is defined as return travel from an initial location to intended (final) location/destination and back to initial location. For example, where an individual travels from Canberra (initial location) to Sydney then to the Gold Coast (destination)and then back to Canberra (initial location the count is one domestic trip. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Cancelled trips |
| **Exclusions** | * Separate legs, except whether there is a planned stop-over for business purposes * Trips including international destinations |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Travel – International

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **International Travel – Advice** | Advice on international travel policy, travel rates, incidental expenses, and frequently asked questions. |
| **International Travel – Contract Management** | Contract management of flights, accommodation, and car hire providers, ensuring semi-automated booking systems support users to conform to customer travel policies.  Manage passport acquisition, maintenance, renewals, and cancellation; manage visa applications, calculation of Overseas Travel Allowance (OSTA), and acquittal upon return. |
| **International Travel – Reporting** | Various external reporting, including Senate Estimates, completion of Questions on Notice, and ad-hoc external reporting.  **Note:**  Internal reporting is included in ‘International Travel – Contract Mgt’ |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Advice and contract management of International travel, accommodation, and car-hire booking through third-party providers under the Whole-of-Government travel arrangements with the Department of Finance. Management of passports and visa applications, calculation and acquittal of overseas travel allowance. |
| **Exclusions** | Domestic travel |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of international trips undertaken** | Number of international trips organised and managed during the period. A trip is defined as travel from an initial location to intended (final) location (one-way).  **Note:**  A trip is defined as return travel from an initial location to intended (final) location/destination and back to original location. For example, where an individual travel from Canberra (initial location) to Sydney then to New York (destination) and then back to Canberra (initial location) the count is one international trip. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Cancelled trips |
| **Exclusions** | * Separate legs, except whether there is a planned stop-over for business purposes * Domestic travel |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Treasury

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Appropriation Management** | Daily appropriation management in Central Budget Management System (CBMS). |
| **Bank Account Management** | Open/close bank accounts, load daily banking statements into financial system, reconcile accounts, classify receipts, rectify rejected payments and stale cheques, and undertake Appropriation and Cash Management (ACM) reconciliations as required. Undertaking reconciliation of bank and treasury accounts. |
| **Funds Drawdowns** | Daily drawdown of funds to match payment runs. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of a broad range of treasury services, including bank account management, funds drawdowns, rejected and stale cheque processing, and ACM Management. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Asset Management

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Asset Project Accounting** | Recording significant assets created by approved project management, includes monitoring assets-under-construction. |
| **Asset Register Maintenance** | Asset Creation: Creation of assets, including allocation of asset numbers.  Asset Disposals: Provide advice to business areas on appropriate asset disposal methods, obtain delegate approval for disposal and pass approval on to business areas to arrange for disposal. Manage the financial transactions for asset disposals, including removal from the asset register.  Asset Ledger Reconciliations: Reconciliation of asset registers held and internal reporting (external reporting is included in ‘Asset Reporting’ – see below). |
| **Asset Reporting** | Preparation and provision of monthly and annual capital acquisitions and movement tables for external reporting purposes.  Provide reports to Parliamentary questions/briefs, capital acquisition drawdowns, capital budgets, capital management plans, Comcover Asset Schedules, and other ad-hoc external reports upon request.  **Note:**  Internal reporting is included in ‘Asset Register Maintenance’. |
| **Asset Stocktakes** | Undertake a periodic stocktake of assets to ensure existence of assets. |
| **Asset Valuations & Impairment Testing** | Reviews of useful lives and values of assets, to ensure they are depreciating and appropriately valued in accordance with Australian Accounting Standards Board and Finance Minister’s financial reporting requirements, and impairment testing for asset classes. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Maintenance and advice in relation to: asset project accounting; asset creation/disposals; register maintenance; asset stocktakes; valuations and impairment testing; and reporting. |
| **Exclusions** | * Budgeting and costing assets constructions (included in Budget). * Management Accounting (included in Financial Reporting) |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average number of active assets under control and maintained** | Average number of active assets (records) maintained and under management/ control during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | All asset classes (including internally developed software and other intangibles).  **Note:**  Where multiple assets are bundled together into one asset on the register (e.g. 20 monitors are purchased, shown as one asset) then the count is one. |
| **Exclusions** | Portable and attractive assets on separate registers. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Contract Management & Procurement

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Contracts Procurement – Advice & Support** | General Advice: Advice on basic interpretation of the Commonwealth Procurement Guidelines (as well as Grant Framework requirements), including advice on undertaking procurement and grant activities, and access to proforma documentation.  Specialist Advice: Assistance on all specialised aspects of procurement and grants activities including, advice on options for undertaking procurement processes, assistance drafting documentation for Request for Quote (RFQ) or Request for Tender (RFT) and associated documents, being part of evaluation panels, conducting reviews of outcomes, managing all Austender requirements, assistance with developing grants guidelines, and assistance with contract management.  User System Support: Advice on using the procurement module. Quality control of procurement data entry into system. Development of training materials and training for individuals or teams. |
| **MoU Management** | Management of Memorandum of Understandings (MoUs), which include development, coordination and maintenance of costing/pricing models, review of frameworks and billing and commercial management services. |
| **Panel Management** | Management of Panel Agreements. |
| **Procurement Process** | Undertake procurement process - either complete end-to-end process, or parts of a process. Includes, development of supporting and tender documentation, project planning and management, governance controls, probity and other support, tender evaluation, and establishment of panels for goods and/or services. |
| **Reporting & Coordination** | Providing reports as required for annual reports and coordination of Senate orders. Coordinate responses to various Parliamentary Questions, Questions on Notice, Ministerial, and ANAO reports where they relate to procurement and/or grants. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of advice and support to customers on contracts procurement, processes, and management, including grant contract and support service for low and high value activity as well as strategic sourcing. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total value of new procurements** | Total value of new contracts and procurements executed and managed during the period (exclusive of GST).  **Note:**  Executed has the legal definition; that is, the contract or procurement has been signed and is a legal binding instrument for all parties. |
| **Inclusions/Exclusions** | |
| **Inclusions** | New executed contracts/procurements during the period, including significant variations to existing contracts. |
| **Exclusions** | * Executed contracts/procurements from previous periods, even where the expenditure relates to the current period. * Non-executed contracts/procurements where negotiations are continuing or where only one party has signed the legal instrument at 30 June. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Taxation

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **BAS/GST Management & Accruals** | Goods & Services Tax (GST) data collection, compliance review assuarance and reconciliation/submission of Business Activity Statements (BASs). |
| **FBT Management & Accruals** | Fringe Benefits Tax (FBT) data collection, calculations, and compliance, including monthly and annual accruals. |
| **Taxation Reconciliations** | Undertake monthly and annual reconciliation of taxation accounts and internal reporting. |
| **Taxation Advice & Reporting** | Advice on taxation compliance issues. Regular and ad-hoc reporting. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of a broad range of taxation services (predominately indirect taxes). |
| **Exclusions** | Annual taxation working papers, including deferred tax asset/liability calculations (included in Financial Reporting). |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total taxation bill** | Total aggregate of GST paid, GST collected, FBT liability, and income tax liability (if any) during the period.  **Note:**  Aggregate GST collected and GST paid (do not net these off). This is completed to ensure that the level of effort is not under estimated or reduced through netting these amounts. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Indirect (GST, FBT, Payroll) and direct (income tax) taxes. |
| **Exclusions** | PAYG withholding or instalments. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Budgeting

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Budget Development** | Administer the processes, procedures, and systems to support the effective development of budgets for both internal and external stakeholders, includes PBS submissions. |
| **Budget Reporting** | Review, update, coordinate information, and reporting to internal and external stakeholders with budget information. |
| **Costing** | Facilitate timely costing of New Policy Proposals (NPPs), managing and arranging costing approvals, coordinate responses and interactions with the Parliamentary Budget Office, and entering agreed measures in the Central Budget Management System. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Administrating internal and external budget development, including costings, cost-recovery, appropriations, reporting, and analysis. |
| **Exclusions** | ICT related system costs (i.e. FMIS). |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Financial Reporting

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Financial Reporting** | Administer the process, procedures, and systems to support the preparation of statutory financial reporting requirements by the Department of Finance on a monthly and annual basis for Departmental, Administered and/or Special Accounts. |
| **Financial Statements** | Preparation of financial statements, includes Departmental, Administered, and/or Special Accounts, as well as all audit related services and enquires. |
| **Management Accounting** | Administer the processes, procedures, and systems to enable useful, accurate, and timely reports to be delivered to management to make informed business decisions that for management and control functions. Includes, operational and capital expenditure reporting. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Administering the processes and procedures for annual financial reporting, including development of working papers and analysis, and the provision of timely reports for internal and external stakeholders. Includes responding to all audit related enquiries. |
| **Exclusions** | * Budgeting or costing (included in Budgeting) * Month-end reporting (included in Ledger Management) * Maintenance of Chart-of-Accounts (included in Ledger Management) |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Ledger Management

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Balance Sheet Reconciliations** | Coordinate, undertake, and review all monthly reconciliation of ledger accounts. |
| **Chart of Accounts** | Administer the chart of accounts to ensure it meets the needs of its users for the purposes of management reporting, budgeting, and financial disclosure purposes. |
| **General Ledger** | Administer the maintenance of the general ledger through posting all transactions on a regular basis and ensuring all balance sheets accounts are reconciled to sub-ledgers, and bank statements on a regular basis. |
| **Month End Close** | Process all month-end close process and transactions (including journals) on a timely basis into the relevant month, raise month end accruals, prepayments, and other journals as required, reporting on a timely manner. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Administration and maintenance of the financial records, including the chart-of-accounts, general ledger, and month-end closure incorporating balance sheet reconciliations and working papers. |
| **Exclusions** | Financial statement or annual compliance reporting (included in Financial Reporting). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Finance Policy & Advice

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| **Business Service** | |
| **Level 3** | **Description** |
| **Financial Policy & Advice** | Provision of advice regarding financial policy as it relates to compliance, process, and reporting activities incorporating the resources management framework and PGPA Act. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of advice in relation to financial policy and procedures on all areas of financial services, including advice and policies on asset and taxation. |
| **Exclusions** | Annual financial reporting policies (these included in Financial Reporting). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Other Financial Services

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **<Agency specific>** | <Agency specific> |

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| **Inclusions/Exclusions** | |
| **Inclusions** | <Agency specific> |
| **Exclusions** | Services not captured in financial services section. |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

# **Human Resources (HR) Services**

**Overview**

Human resources (HR) is comprised of the main business services that supports a broad range of hiring, administration and training of personnel, reporting functionalities, as well as pay and condition services.

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| **Reporting Group** | **Level 2** | **Primary**  **Unit of Measure** | **Secondary**  **Unit of Measure** |
| [Pay & Conditions](#_Employee_Relations) | [Pay & Conditions](#_Employee_Relations) | Number of pays processed | Total number of hours |
| [Recruitment](#_Recruitment) | [Recruitment](#_Recruitment) | Number of recruitments jobs filled | Number of applications |
| [Employee Relations](#_Employee_Relations_1) | [Employee Relations](#_Employee_Relations_1) | Average Staffing Level (ASL) | Total number of hours |
| [Learning & Development](#_HR_Policy_&) | [Training – Face-to-Face](#_HR_Policy_&) | Number of face-to-face training days | Total number of hours |
| [Training – Online](#_Learning_&_Development_1) | Number of new training courses provided online to staff |
| [HR Reporting & Analysis](#_HR_Reporting_&_1) | [HR Reporting & Analysis](#_HR_Reporting_&_1) | Average Staffing Level (ASL) | Total number of hours |
| [HR Strategy & Planning](#_HR_Strategy_&) | [HR Strategy & Planning](#_HR_Strategy_&) | Average Staffing Level (ASL) | Total number of hours |
| [HR Policy & Advice](#_HR_Reporting_&) | [HR Policy & Advice](#_HR_Reporting_&) | Average Staffing Level (ASL) | Total number of hours |
| [Other Human Resources Services](#_Learning_&_Development) | <Agency specific> | Total number of hours |  |

## Pay & Conditions

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Establishment Services** | Create and manage structures, personnel, cost centres etc. |
| **Leave Entitlements** | Covers all activities associated with employee leave, including advice to staff and management, and the processing of leave liabilities in accordance with the PGPA Act. Other services include the processing of annual leave, maternity leave, long-service leave, recognition of prior service, superannuation administration, and worker’s compensation leave. |
| **Manage & Maintain HR Data** | Manage/maintain HR records, and supporting the HR systems data integrity. |
| **Payroll - Overseas Employees Management** | Advice/support in all pay and conditions activities associated with employees working overseas. |
| **Payroll Processing Activities** | Payroll Processing: Processing of all payroll adjustments, pay increments, packaging, commencement and separations, ad-hoc complex pay processing, end-of-year activities (such as payment summaries and ATO files), activities associated with MoG transfers, vendor payroll including reconciliation and reporting on amounts received, and superannuation.  Processing Pay-Runs: Running of pay, including transmission of payment files to banks, superfunds, salary sacrifice providers, and posting to the FMIS.  Salary Advancements: Processing of ad-hoc employee salary advancements (increments) on the HR system.  Salary Packaging: Process salary packaging adjustments on provision of data from salary packaging provider. |
| **Payroll Reporting** | Internal and external reporting on regular and ad-hoc basis. |
| **Remuneration & Overpayments** | Calculate, provide advice, and negotiate employee remuneration, superannuation, allowances and recovery of employee remuneration overpayments. |
| **Study Assistance** | Application and payment of studies assistance via the HR Module. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Management of the pay and conditions ensuring employees’ pay and associated entitlements are provided in accordance with the customer Enterprise Bargaining Agreements. Includes, the administration of salary, allowance, leave, working agreements, pay-system administration, conditions of service advice, managing customer establishment records, and supporting HR system data integrity and reporting. |
| **Exclusions** | Staff reimbursements (included in Accounts Payable). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of pays processed** | Total number of pays processed during a period, includes, ongoing, non-going, SES and back-filling employees. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Casuals and contractors filling substantive positions. |
| **Exclusions** | Temporary (one-off) project funded positions. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## 

## Recruitment

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Delegate Support** | Advice and support throughout the process to managers and business areas. |
| **Entry Level Programs** | Recruitment and administration of entry level programs, including graduates, cadets, trainees, and other internal programs. |
| **Recruitment Operational Support** | General Recruitment: Support for entry level and general (both internal and external) recruitment processes, APSC Redeployment Register including placement of job information on intranet and external website, advertising on APS jobs or other approved external medium (through the master media agency), packaging of candidate information to selection panels, uploading shortlisting and final selection report on recruitment system and preparation of candidate letters of offer. Administer range of pre-commencement processes including Police Checks, and health assessments.  Recruitment System Management: Provision of a recruitment system to manage the customer’s recruitment activity. Provide advice, support and technical assistants to all staff on recruitment system related issues. This includes answering individual enquires, creation of guidelines for system admin and users and training in the use of the recruitment system and data input from the online tool for reporting of external and internal recruitment activity. |
| **Recruitment Reporting** | Design, development, and distribution of reports to assist customers evaluate recruitment practices and processes, including APSC on non-ongoing employee numbers. Reporting to APSC on a regular basis on non-ongoing employees. |
| **Specialist Recruitment Programs** | Recruitment, administration, and maintenance of specialist programs/ measures where ongoing or terminating funding is provided for the specific program (e.g. indigenous recruitment programs). |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in the assistance, placement and support in the identification and selection of appropriately skilled personnel. This includes targeted or specialist recruitment such as Australian Public Service (APS) Indigenous Cadet Program and Indigenous Australian Government Development Program (IAGDP). Includes bulk recruitment support. |
| **Exclusions** | Non-ongoing/contractor positions extended where Recruitment is not involved. |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of recruitment jobs filled** | Total number of APS (ongoing and non-ongoing) recruitment jobs/positions filled during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Internal and external recruitments, SES Band, and graduates/cadets/trainees. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of applications** | Total number of applications for recruitment jobs/positions offered during the period. |

## Employee Relations

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Conduct & Ethical Behaviour** | APS Values, Code-of-Conduct, Public Interest Disclosure, and Ethical Behaviour. |
| **Performance Management** | Process of completing, undertaking, and preparing performance management and reviews for probation and on a regular basis, including underperformance advice and support. |
| **Work Health & Safety** | General work health and safety, rehabilitation support, workstation assessments, mental health support, health and safety committees, workplace contact officers, work life balance advice and support, employee assistance program, and incident and hazard management. |
| **Workplace Diversity** | Provision of general workplace diversity and disability. |
| **Workplace Relations** | Provision of workplace relations, negotiations and interpretations of the Enterprise Agreement, and management of staff and Union disputes, including review of actions and decisions. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of workplace relations and safety services. Includes the provision of solutions to assist employees with a disability.  Health case management including preventative initiatives, incident management, reporting and liaising with Comcare and rehabilitation support. |
| **Exclusions** | Implementation of these safety services. |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average Staffing Level (ASL)** | ASL for the period, including SES Bands.  **Note:**  ASL has the same definition as the APSC. That Is, the average number of employees receiving salary and wages (or compensation in lieu if salary and wages) over the period, with adjustments for casual and part-time employees to show full-time equivalent. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | Contractors and employees on unpaid leave. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Learning & Development – Face-to-Face Training

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Face-to-Face Training - Development** | Development of training products, including all facets of courses and activities, on behalf of business areas for face-to-face training, whether conducted on-site (internal) or off-site (external). |
| **Face-to-Face Training – Delivery & Reporting** | Administer and maintain the delivery of face-to-face learning and development courses and activities, including regular reporting for external requirements, such as Senate Estimates, Questions on Notice, and ad-hoc external reporting. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision and development of face-to-face learning solutions that enables complex information to be conveyed simply to maximise the learning experience, includes procurement. |
| **Exclusions** | Online (eLearning) training and the provision of these services (included in Learning & Development – Online Training). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of face-to-face training days** | Total number of face-to-face training days provided across the entire Agency for the period. A part day training session will count as one day. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Training funded centrally. Part day training sessions. |
| **Exclusions** | Training funded through business line areas. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Learning & Development – Online Training (eLearning)

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Online Training - Development** | Development of training products, including all facets of courses and activities, on behalf of business areas for online (or eLearning) training. |
| **Online Training – Delivery & Reporting** | Administer and maintain the delivery of online learning and development courses and activities (Learning Management Systems), including regular reporting for external requirements, such as Senate Estimates, Questions on Notice, and ad-hoc external reporting. |
| **Online Training Modules (eLearning)** | Provision and maintenance of online training modules, including smartphone applications and usability labs for product testing. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision and development of Online (eLearning) solutions that enables complex information to be conveyed simply to maximise the learning experience. |
| **Exclusions** | Excludes face-to-face training and the provision of these services (included in Learning & Development – Face-to-Face Training). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of new training courses provided online to staff** | Total number of new online (or eLearning) training courses/modules provided to internal and external stakeholders for the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Training funded centrally. |
| **Exclusions** | Training funded through business line areas. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## HR Reporting & Analysis

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| **Business Service** | |
| **Level 3** | **Description** |
| **HR Reporting & Analysis** | Internal and external reporting on regular and ad-hoc basis, including reporting to APSC on non-ongoing employees for the customer and SES caps and other matters. Includes data analysis reporting. Excludes payroll reporting (included in Pay & Conditions). |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Reporting for internal and external purposes, including Australian Public Sector Commission (APSC) and Senior Executive Service (SES). |
| **Exclusions** | Pay & Conditions, Employee Relations, and Recruitment reporting and analysis (included in each of the respective services). |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average Staffing Level (ASL)** | ASL for the period, including SES Bands.  **Note:**  ASL has the same definition as the APSC. That Is, the average number of employees receiving salary and wages (or compensation in lieu if salary and wages) over the period, with adjustments for casual and part-time employees to show full-time equivalent. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | Contractors and employees on unpaid leave. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## HR Strategy & Planning

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| **Business Service** | |
| **Level 3** | **Description** |
| **HR Strategy & Planning** | Enquiries, information and advice in relation to Workforce Planning and analytics. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of assistance and advice regarding workplace and strategy planning. |
| **Exclusions** | Create and manage structures, personnel, cost centres etc. (included in Pay & Conditions). |

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| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average Staffing Level (ASL)** | ASL for the period, including SES Bands.  **Note:**  ASL has the same definition as the APSC. That Is, the average number of employees receiving salary and wages (or compensation in lieu if salary and wages) over the period, with adjustments for casual and part-time employees to show full-time equivalent. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | Contractors and employees on unpaid leave. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## HR Policy & Advice

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **HR Policy Advice & Support** | Assist all staff on recruitment services, pay and conditions, and the application of policies and legislation. General payroll advice to staff and management, advice and support to pay team and establishments in the HR Module. Advice and support to employers/employees as requested including, use of tools and guides. Provision of advice and support in relation to pay and superannuation, individual flexibility working arrangements, allowances, salary packaging, and separations. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Assistance and advice to staff and customers in the application of policies and legislative requirements regarding Human Resources. |
| **Exclusions** | Implementation and support of policy advice provided. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average Staffing Level (ASL)** | ASL for the period, including SES Bands.  **Note:**  ASL has the same definition as the APSC. That Is, the average number of employees receiving salary and wages (or compensation in lieu if salary and wages) over the period, with adjustments for casual and part-time employees to show full-time equivalent. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | Contractors and employees on unpaid leave. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Other Human Resources Services

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **<Agency specific>** | <Agency specific> |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | <Agency specific> |
| **Exclusions** | Services not captured in human resources services section. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

# **Corporate Services**

**Overview**

Corporate services is comprised of the main business services that support a broad range of general corporate services and reporting functionalities.

|  |  |  |  |
| --- | --- | --- | --- |
| **Reporting Group** | **Level 2** | **Primary**  **Unit of Measure** | **Secondary**  **Unit of Measure** |
| [Fleet Management](#_Assurance_&_Audit) | [Fleet Management](#_Assurance_&_Audit) | Average number of vehicles under management | Total number of hours |
| [Information Management](#_Information_Management_-_3) | [Library](#_Information_Management_-_3) | Number of library files managed | Total number of hours |
| [Mailroom services](#_Information_Management_-_1) | Number of mail items |
| [Records Management](#_Information_Management_-_2) | Number of added (or new) records maintained |
| [Service Desk](#_Service_Desk_1) | [Service Desk](#_Service_Desk_1) | Number of jobs logged | Total number of hours |
| [Communications & Media](#_Communications_&_Media_3) | [Communications & Events](#_Communications_&_Media_3) | Number of events and productions | Total number of hours |
| [Graphic, Printing & Design](#_Communications_&_Media_1) | Number of campaigns rolled out |
| [Media Management](#_Communications_&_Media_2) | Total number of hours |  |
| [Legal Services](#_Legal_Services_–_1) | [Legislation Programs](#_Legal_Services_–) | Total number of hours |  |
| [Litigation Matters](#_Legal_Services_–_2) | Number of new litigation cases/ hearings | Total number of hours |
| [Parliamentary Services](#_Parliamentary_Services_1) | [Parliamentary Services](#_Parliamentary_Services_1) | Number of parliamentary records processed | Total number of hours |
| [Property Services](#_Property_Services_–_4) | [Finance & Lease Management](#_Property_Services_–_4) | Annual lease costs under management | Total number of hours |
| [Maintenance](#_Property_Services_–_1) | Annual lease costs under management |
| [Minor relocations](#_Property_Services_–_2) and Fitouts | Minor relocation and Fitout costs |
| [Security](#_Property_Services_–_5) | Annual lease costs under management |
| [Assurance & Audit](#_Assurance_&_Audit_3) | [Business Continuity & Emergency Management](#_Assurance_&_Audit_3) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Fraud Prevention & Investigation Services](#_Assurance_&_Audit_1) | Number of cases opened | Total number of hours |
| [Internal Audit](#_Assurance_&_Audit_2) | Total Departmental and Special Account expenditure | Total Administered expenditure |
| [Other Corporate Services](#_Fleet_Management) | <[Agency specific](#_Other_Corporate_Services)> | Total number of hours |  |

## Fleet Management

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Fleet Management – Advice & Support** | Advice and assistance in response to requests relating to the fleet vehicles as required. |
| **Fleet Management – Orders** | Placement of fleet vehicle orders - the Commonwealth has a contractual arrangement with SG Fleet (managed by Department of Finance). |
| **Fleet Management - Reporting** | Compilation of reporting requirements for internal and external stakeholders. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of management, support and advice on the fleet management, including the Executive Vehicle Scheme. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Average number of vehicles under management** | Average number of vehicles under management and controlled during the period  **Note:**  The average is the ‘mean’. Where there has been no significant movement in the number of vehicles managed by agencies may use the opening + closing and divide result by two. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Vehicles under management and controlled. |
| **Exclusions** | Vehicles not controlled by the Agency. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Information Management - Library

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Library Collection & Resources** | In consultation with relevant customers provide physical, whether on-site or off-site, and online access to the library collection. Loans and document delivery is also available from within the library's collection or from external source. Customer initiated acquisition of the library collection (i.e. books, reports & subscriptions). These inclusions are maintained in accordance with customer’s requirements. Includes current awareness alerts. |
| **Library Training** | Training on library services & resources and research skills. |
| **Management of Databases** | Management of International Standard Book Number (ISBN) for customer publications. Includes, management of Australian Bureau of Statistics’ (ABS) Confidential Unit Record Files (CURFs) and licences, as well as management of the acquisition and access to datasets and databases. |
| **Reference & Research** | Provide comprehensive reference and research service using most appropriate library and information resources. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of advice, support, and services in relation to library, including management of collection, acquisition of books/journals. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of library files managed** | Average number of library datasets and databases (quantity of files) administered during the period on behalf of internal and external stakeholders.  **Note:**  The average is the ‘mean’. Where there has been no significant movement in the number of library datasets managed by agencies may use the opening + closing and divide result by two. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Information Management - Mailroom Services

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Bulk Mail-Outs** | Provision of bulk mail services for one hundred (100) plus items. |
| **Classified Mail (Safe-Hands)** | Provision of classified mail processing and handling services. |
| **Courier Mail Freight** | Provision of courier mail freight services, including processing, handling, and booking arrangements with freight providers. |
| **Dispatching Outgoing Mail** | Processing and distribution of outgoing mail, including international mail handling. |
| **Express Post** | Provision of express post processing and handling services. |
| **Incoming Mail & Packages** | Processing and distribution of incoming mail. |
| **International Mail & Freight** | Provision of international mail and freight processing and handling services. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of advice, support, and services in relation to receipt and processing daily mail, freight, and courier services. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of mail items** | Total number of mail items handed and processed during the period.  **Note:**  For bulk mail-outs the default is one per instance rather than the quantity of mail items. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Both domestic and international items. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Information Management - Records Management

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **File Management** | Creation of electronic or paper files. Includes Quality Assurance process and bulk file creations. File management includes sentencing, archiving, and destruction of records in accordance with legislative requirements. Secondary storage management (i.e. file holdings, manage accounts, retrieval & returns, and provide labels & boxes, imports). |
| **FOI & Subpoena Searches** | Undertaking searches for records as required through Freedom of Information (FOI) or subpoena. Arrange for the conversion of documents to an accessible format for publication on the FOI – IPS Website (costs may be charged back). |
| **Guidelines & Procedures** | Development and maintenance of policy, guidelines, advice, and procedures for the best practice creation and maintenance of corporate records. |
| **Records Management Reporting & Training** | Coordinate responses to Senate Procedural Orders of Continuing Effect, includes ad-hoc reports to business areas on file holdings. Provide training in record management procedures and the use of record systems. This can be delivered for individuals, power users, or teams; in a classroom or remotely. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of advice, support, and services in relation to records management. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of added (or new) records maintained** | Total number of added or new records maintained during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Service Desk

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Help Desk** | Providing first point of contact for access, restoration, and general assistance for new and established services to internal and external stakeholders via multiple channels including, phone, fax, and email. Only includes dedicated non-ICT help and service desks costed through an Agency’s corporate cost centres (i.e. FMIS). |
| **Switchboards** | Receipt of phone calls and direct enquires to relevant business line-areas. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision and management of the Contact Centre contract and service desk services, including management of listings and switchboard activities. |
| **Exclusions** | ICT helpdesks. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of jobs logged** | Total number of helpdesk enquiries logged during the period. Includes FMIS and ICT help-desk queries where the costs are captured within a corporate cost centre. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | ICT helpdesks. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Communications & Media – Communications & Events

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Annual Reporting** | Coordinate, produce, and provide input into the annual internal and external reports. |
| **Audio-Visual & Theatre** | Audio-Visual Productions: Provision of audio-visual production to agreed standards, incorporating lighting, camera, and audio operation, editing, transcripts, and captions.  Live-Event Shoot/Stream/Webcasting: Provision of live event shoots to an agreed standard and at agreed times, with or without an audience. Includes recording to internal stream or external webcast, incorporating variants including production of branded webcast portals, pre/post event marketing, synchronised slideshows, social media integration, and live transcripts.  On-Demand Video/Webcast Hosting: Provision of on-demand videos and webcasts, accessible from the websites of internal and external stakeholders.  Theatre Hire/Usage: Provision of theatre as a venue for events, live-shoots, and webcasts. |
| **Script & Speech Writing** | Writing major and minor scripts, speeches, and talking points on a range of specialised topics for both internal and external stakeholders. |
| **Content development and delivery** | Provision of specialist writing, editing and content development.  Provision of quality assurance for all content along with the delivery and maintenance of content. |
| **Social Media Support** | Governance & Policy: Provision of governance and policy frameworks for social media for internal and external stakeholders.  Training, Advice & Support: Advice, training and support around social media platforms. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of communication and media services, including audio-visual and theatre services, speechwriting, and event management. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of events and productions** | Total number of events, productions, and speeches written, organised and/or arranged by Agency staff for internal and external stakeholders during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Communications & Media – Graphic, Printing & Design

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Brand Solutions, Style Guides & Advice** | Develop brand solutions and style guidelines in consultation with program and policy. Includes provision of advice to internal and external stakeholders. |
| **Creative Advertising/ Campaign Material** | Manage conceptualisation and presentation for the development for advertising campaigns. |
| **Print Management Solutions** | Provision of low-cost print option solutions, quotations, distribution, and supplier management. |
| **Visual Identification** | Create and develop visual identifications and logos with coloration research and development in consultation with programs and policy. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of communication and media services, including graphical, printing and design services. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of campaigns rolled out** | Total number of internal and external campaigns rolled out during the period. Includes (re)branding, research, and advertising. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Communications & Media – Media Management

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| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Media Management** | Managing the relationship and dealing with external media. |

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| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Responding to media releases, press articles and information regading the Agency and any of its progammes (includes both positive and negative press related materials released). |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

## Legal Services - Legislation Programs

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Legal Drafting & Advice** | Drafting and providing legal advice on legislative instruments for current and proposed reforms. |
| **Legislation Program** | Coordinate the passage of Portfolio legislation through parliament, support of the Minister on the passage of legislation, clarify client requirements, prepare drafting instruction, register legislative instruments, and coordinate management of delegations. |
| **Freedom of Information (FOI)** | Manage FOI and administer the Privacy Act. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of legal services in relation to legislation and regulation programs (including reforms) and managing FOI requests. |
| **Exclusions** | Litigation matters (included in Legal Services – Litigation Matters). |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

## Legal Services – Litigation Matters

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Litigation – External Matters** | Manage litigation, hearings, courts, and tribunal matters for external matters, includes drafting and providing advice (not internal – see below). |
| **Litigation – Internal Matters** | Manage litigation, hearings, courts, and tribunal matters for internal matters, includes drafting and providing advice. Internal matters are associated with ‘related’ third parties, for example employees, contractors, consultants…etc. and are predominately employee relation matters (e.g. unfair dismissal and dispute resolution). |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of legal services in relation to litigation services. |
| **Exclusions** | Legal services in relation to legislative and regulation programs and reforms (included to Legal Services – Legislation Programs). |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of new litigation cases/ hearings** | Total number of new litigation cases/hearings undertaken during the period*.* |
| **Inclusions/Exclusions** | |
| **Inclusions** | New internal and external litigation matters commenced during the period. |
| **Exclusions** | Cases not closed and brought forward from previous years/periods. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Parliamentary Services

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Ministerial Correspondence** | Ministerial & Cabinet Support: Manage and prioritise the workflow of cabinet business, coordinate briefings for Ministers attendance at cabinet/committee meetings, circulate final submissions manage, and update the forecast of Cabinet business.  Ministerial Correspondence: Read, triage, register, code, and assign all correspondence, including follow up on urgent/late correspondence. Provide correspondence and social worker referrals and update templates.  Ministerial Minutes & Briefs: Process, assign, and quality assure ministerial minutes, and briefing requests, follow up on overdue briefing requests, and liaise with branches regarding due dates on minutes. Despatch correspondence returned with signed minutes and briefs. |
| **Secretariats** | Develop agendas, prepare papers, organise meetings, maintain action items and decision registers, update intranet and quality assure secretariat minutes. |
| **Senate Estimates** | Coordinate, facilitate, and provide guidance/support for Senate Estimates. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in relation to ministerial and cabinet support, minutes and briefs, including secretariat services and general guidance, support and coordination of responses Senate Estimates. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of parliamentary records processed** | Total number of parliamentary records processed during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Ministerial Briefs, Ministerial Correspondence, Ministerial Submissions, Parliamentary Questions on Notice, Question Time Briefs, Senate Estimate Briefs and Senate Estimate Questions on Notice. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Property Services – Finance & Lease Management

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Finance Management** | Management and payment of rental, repairs, maintenance and property operating expense (POE) costs, together with property budget (rental/POE) preparation and analysis. |
| **Lease Management** | Negotiations of prospective new leases, lease renewals, or lease terminations relating to customer premises, leasing strategy/strategic advice, undertaking market rent reviews on behalf of the customer, and lease valuations. |
| **Strategic Accommodation Planning, Standards & Policy** | Provision of regular and strategic real estate market research and reports for customers. Includes, strategic plan on accommodation needs analysis, advice on accommodation policy standards and guidelines, maintenance of property data and completion of PRODAC survey, rent reviews, leave terminations and expiries and vacant space management. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in relation to finance & lease management for property services. |
| **Exclusions** | Lease vehicles (included in Fleet Management). |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Annual lease costs under management** | Total dollar value of annual lease costs under control and managed during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Property operating expenses such as lease costs for office space, car-parks, storage, security costs, repairs and maintenance, utilities etc. |
| **Exclusions** | Depreciation/amortisation costs. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Property Services – Maintenance

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Contract Management** | Creation, setup, monitoring and day-to-day management of property facilities service contracts with external vendors, including cleaning contracts for office areas. In accordance with contractual obligations. |
| **Incident Resolutions/ Repairs** | Building issues relating to air conditioning, plumbing, lifts, electrical... etc. also called ‘incidents’ (building faults). Includes resolution and repairs to the incidents. |
| **Parking** | Management of parking allocation. |
| **Waste Management/ Recycling** | services relating to the recycling of property items/disposal of waste items. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in relation to maintenance of property services. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Annual lease costs under management** | Total dollar value of annual lease costs under control and managed during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Property operating expenses such as lease costs for office space, car-parks, storage, security costs, repairs and maintenance, utilities etc. |
| **Exclusions** | Depreciation/amortisation costs. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Property Services – Minor relocations & Fitouts

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Building/Office Fit-Outs** | Fit-outs include the demolition of an existing office space (e.g. removal of partitions and offices) and/or construction of replacement walls, partitions, new desks, offices, rooms, and other items consistent with fit-out standards and guidelines. |
| **Setup of Purpose Built Rooms** | Setup of purpose built rooms and meeting rooms on request. |
| **Staff Relocations** | Provision of minor staff relocations. |

|  |  |
| --- | --- |
| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in relation to minor relocations funded from BAU operational expenditure pools. |
| **Exclusions** | Major relocations. Major relocations are generally defined by funding source (ie capital /project funding and not sourced from off operational expenditure. |

|  |  |
| --- | --- |
| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total cost of the Fitout or minor relocation** | Total operational and capital expenditure associated with minor relocations or Fitouts during the period.  **Note:**  Major relocations are treated as a Project rather than BAU for costing purposes. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | Major relocations. Major relocations are generally defined by funding source (ie capital /project funding, not sourced from BAU operational expenditure pools. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Property Services – Security

|  |  |
| --- | --- |
| **Business Service** | |
| **Level 3** | **Description** |
| **Electronic Security** | Provision of building access control systems and closed circuit TV systems for the management of authorised access and audit trail of building entry points, includes provision of mobile and alarm monitoring services as required/where available. |
| **Forensic Material** | Provision of electronic material including proximity reader reports and CCTV footage for authorised purposes. |
| **Security Access, Investigations & Reporting** | Provision of access and support, including:  - After-hours: for limited or longer periods for work purposes;  - Basement: for parking, bike storage, and lockers;  - Building access for contractors;  - Building access passes;  - Modifications of building access;  - Protective security incident reporting;  - Restricted area access;  - Investigations into security violations and breaches (excluding fraud and other internal investigations); and  - Emergency response services 24 x7 |
| **Security Advice** | Provision of protective security advice and supporting security vetting/clearances. |
| **Security After Hours Support** | Provision of after-hours support in relation to building access and security. |
| **Security Guards** | Ad-hoc security guard service (e.g. functions and events). |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of services in relation to security. |
| **Exclusions** | IT security services. |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Annual lease costs under management** | Total dollar value of annual lease costs under control and managed during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | Property operating expenses such as lease costs for office space, car-parks, storage, security costs, repairs and maintenance, utilities etc. |
| **Exclusions** | Depreciation/amortisation costs. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

## Assurance & Audit – Business Continuity

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| **Business Service** | |
| **Level 3** | **Description** |
| **Business Continuity & Emergency Management** | Business Continuity & Emergency Management Plan Development: Assist stakeholders to develop business continuity and emergency management plans. Includes developing and facilitating scenarios to test continuity and recovery plans, and reviewing critical activities by assessing continuity plans.  Conduction of Workshops: Conduct business impact analysis workshops to identify critical business processes, dependencies, and resource requirements.  Monitoring & Reporting: Provides a central point for the coordination and monitoring of business and program disruptions and potential disruptions to the customers’ business, including reporting. Monitor/maintaining the requirement of the Emergency Control Organisation (EMO), including signage, training, accreditation, and evacuation procedures and techniques. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Coordinate registration testing of Business Continuity Plans, including supporting the development of Disaster Recovery Plans, and emergency management policy and procedures. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Assurance & Audit – Fraud Prevention & Investigation Services

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| **Business Service** | |
| **Level 3** | **Description** |
| **Fraud Prevention & Investigation Services** | Fraud Awareness Training: Provision of fraud awareness eLearning sessions, and delivery of tailored fraud awareness face-to-face presentations.  Fraud Control Planning: Establishes the framework for the management of fraud risk, includes a policy statement reinforcing the customer commitment to prevent, detect, and investigate fraud, as well as a range of other policies, procedures, and practices for fraud risk identification/control.  Fraud Investigations – External: Conduct external fraud investigations to a criminal standard - external frauds are those that are suspected as being committed by entities external to the agency and include (but are not limited to) allegations of: dishonestly obtaining a benefit or causing a loss to the Commonwealth; provision of false or misleading information; and bribery.  Fraud Investigations – Internal: Conduct internal fraud investigations to a criminal standard - internal frauds are those that are suspected as being committed by internal agency staff and include (but are not limited to) allegations of: dishonestly using a corporate credit/travel card; unauthorised access to information; corruption; abuse of office; misuse of Commonwealth assets; and provision of false or misleading information.  Pre-Referral Advice: Provision of pre-referral advice to assist staff in managing fraud issues and to avoid unnecessary work.  Reporting & Policy Advice: Provision of Commonwealth fraud reporting, reporting to executives, and Ministerial briefs. Includes, Australian Institute of Criminology Fraud Against the Commonwealth surveys incorporating referral and cases, provision of fraud control policy advice, and provision of strategic fraud risk projects where required. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of fraud investigation services, from initial pre-referral through to criminal prosecution (where warranted), and fraud prevention services, minimising the opportunity of fraud, including monitoring and implementation of strategic risk projects. All investigations are conducted by formally qualified individuals, to the criminal standard within the relevant legislative requirements, and Commonwealth standards, guidelines and policies. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Number of cases opened** | Total number of cases opened during the period. |
| **Inclusions/Exclusions** | |
| **Inclusions** | New internal and external litigation matters commenced during the period. |
| **Exclusions** | Cases not closed and brought forward from previous years/periods. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

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## Assurance & Audit – Internal Audit

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| **Business Service** | |
| **Level 3** | **Description** |
| **Internal Audit** | Provision of internal audit and assurance. |

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| **Inclusions/Exclusions** | |
| **Inclusions** | Provision of Internal audit and assurance services only. |
| **Exclusions** | <TBC> |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Departmental and Special Account expenditure** | Total Departmental and Special Account operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |
| **Inclusions/Exclusions** | |
| **Inclusions** | To be updated when specific examples are identified during the Exercise. |
| **Exclusions** | To be updated when specific examples are identified during the Exercise. |
| **Secondary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **Total Administered expenditure** | Total Adminstered operating and capital expenditure for the period based on estimated actuals as per 2017-18 PBS. |

## Other Corporate Services

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| **Business Service** | |
| **Level 3** | **Description** |
| **<Agency specific>** | <Agency specific> |

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| **Inclusions/Exclusions** | |
| **Inclusions** | <Agency specific> |
| **Exclusions** | Services not captured in corporate services section. |

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| **Primary Unit of Measure** | |
| **Summary** | **Detailed description** |
| **<Total number of hours** | Total number of hours based on number of ASL assigned to the service. |

1. Agencies are referred to by a ‘cohort size’, including Extra Large, Large, Medium, Small, Extra Small, and Micro. Assignment to a particular cohort is primarily dependent upon budgeted Average Staffing Levels (ASL) as defined the Australian Public Service Commission definitions. [↑](#footnote-ref-1)