

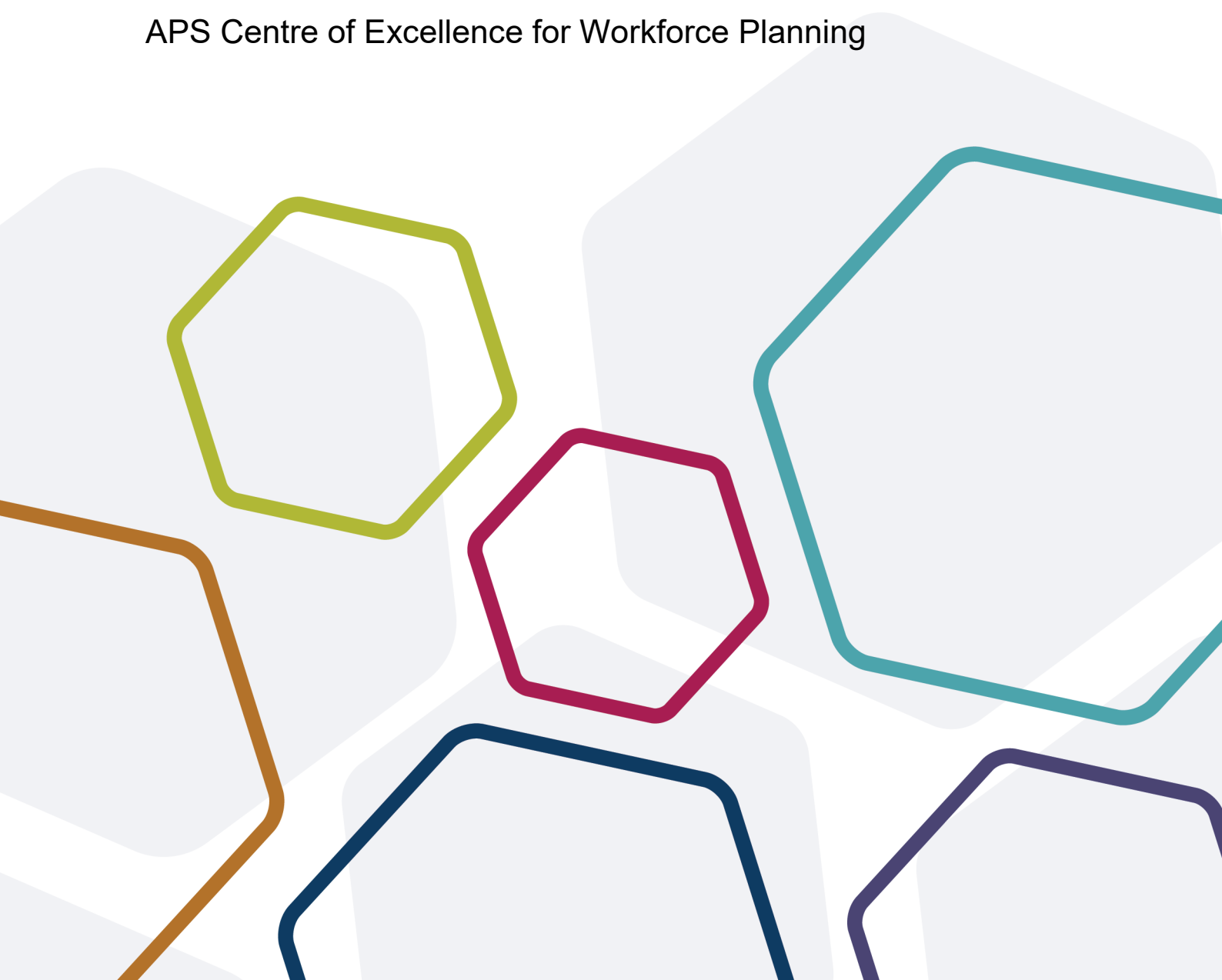


Australian Government

Australian Public Service Commission

# APS Job Family Framework Terms of Reference

APS Centre of Excellence for Workforce Planning



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# About the Job Family Framework

## Context

The APS Job Family Framework (the Framework) was established in 2010 for the purposes of collecting, analysing and comparing information on the type of work performed across the APS.

The Framework is a workforce segmentation tool used for workforce planning purposes based on occupational groupings. Across the APS, the Framework provides a standardised system for grouping roles and comparing types of work and workforce profiles in the APS enterprise and between agencies. It supports benchmarking, environmental scanning and labour market analysis. As such, it enables agencies to gain a deeper understanding of their workforce and APS workforce challenges.

Through its linkages to Australian labour market segmentation via the Occupation Standard Classification for Australia (OSCA), the Framework also facilitates comparative analysis between work completed in the APS and the broader Australian economy.

The Framework is owned and managed by the Australian Public Service Commission (APSC).

## Scope

The Framework is a workforce segmentation tool used for workforce planning purposes; specifically designed to reflect the work of the APS. It outlines an occupational grouping for the APS based on the core tasks of each role.

The Framework does not outline:

- Job titles and the variations in job titles across the APS.
- The skills and capabilities required to perform specific job roles. Creating skills and capability profiles is the responsibility of each individual agency and is not included within the Framework.
- The whole Australian economy/labour market.

## Objectives

The Framework:

- Supports effective and consistent workforce segmentation as part of workforce planning activities in APS agencies.
- Provides a structure for classifying roles across the APS based on the type of work performed. It groups similar roles irrespective of the variations in name, organisational design or classification.
- Streamlines the construct of role profiles in agencies. A role profile may encompass skills, capabilities, attributes, qualifications etc. required to proficiently perform the role.

- Supports the generation of intelligence and insights into the different types of work performed across the APS enterprise and their evolution in time.
- Aligns with Occupation Standard Classification for Australia (OSCA) to allow easy mapping and cross agency/sector comparisons.
- Aligns with APS Professions including the digital and data professional streams.
- Reflects emerging occupations represented in the APS to help agencies anticipate future workforce supply challenges.

# Governance

The Framework has a robust governance structure which ensures the application and evolution of the Framework remains consistent with the requirements of the APS. The governance structure includes three key stakeholder groups - the JFF Working Group, JFF Review Panel, and the APSC Delegates. See Appendix 1 for roles and responsibilities.

Stakeholder	Members	Role
Working Group	Agency representatives	<ul style="list-style-type: none"><li>• Provide insight into the impact changes to the Framework on individual agencies</li><li>• Provide insights into emerging roles</li></ul>
Review Panel	Subject Matter Experts	<ul style="list-style-type: none"><li>• Review proposed changes and make determinations about updates to the Framework</li><li>• Apply working knowledge of OSCA and APSED implications to proposed changes to the Framework</li></ul>
APSC Delegates	APS Centre of Excellence for Workforce Planning Assistant Commissioner, Workforce Strategies Assistant Commissioner, People Insights	<ul style="list-style-type: none"><li>• Coordinate and convene stakeholder meetings to discuss proposed changes to the Framework</li><li>• Review and endorse proposed changes</li></ul>

## Working Group Membership

Agency	Role
Australian Taxation Office	Large agency representation
Department of Defence	Large agency representation
Department of Home Affairs	Large agency representation
Services Australia	Large agency representation
Australian Public Service Commission	APS Professions
Various	Small and medium agency representation

Conditions of membership include:

- Representatives must utilise the Job Family Framework
- Maximum of two representatives from large agencies

- Maximum of 6 representatives from medium and small agencies (total)
- Representatives will be required to express their interest directly to the APSC using the EOI form, and EOI's will be reviewed by the APSC
- The APSC retains the right to determine membership in the Working Group and the number of members

## Review Panel

The following table provides an overview of the Review Panel membership.

Agency	Role
Australian Public Service Commission	People Insights (APS Employment Database (APSED)) Centre of Excellence for Workforce Planning Skills and expertise in relevant policy and owners of workforce products
APS Professions	Skills and expertise in job families of interest
Australian Bureau of Statistics	Skills and expertise in relevant policy and ownership of Occupation Standard Classification for Australia (OSCA) tool and reporting data
Jobs and Skills Australia	Skills and expertise in relevant policy of workforce products and skills taxonomy

## APSC Delegates

The APS Centre of Excellence for Workforce Planning within the APSC is ultimately responsible for all aspects of the management of the Framework. As such, changes to the Framework as subject to the review and endorsement by the Assistant Commissioners of Workforce Strategies, and People Insights.

# Review Process

To ensure the Job Family Framework structure remains fit for purpose, the Job Family Framework undergoes a minor review every 12-18 months, and a major review every three to five years (noting exceptions for significant triggers). The Centre of Excellence for Workforce Planning will notify the Workforce Planning Community of Practice of the review process commencing to enable any agencies time to submit change request forms or request structural changes (to Job Families and Functions) in time for consideration throughout the review.

All decisions relating to the implementation of changes and evolution of the Framework are underpinned by the following principles:

- Clear audit trail of decisions made by the Working Group, Review Panel and approvals made by APSC Delegates.
- Alignment with global best practice for workforce segmentation.
- Ability to support generation of intelligence, insights and whole of APS strategic foresight.
- Alignment with OSCA to allow easy mapping and cross sector comparisons.
- Active forward monitoring of areas with high potential for change to inform future priorities.

A summary of the scope of the minor and major reviews is captured below:

	<b>Minor review</b> <i>Maintenance review</i>	<b>Major review</b> <i>Strategic review</i>
<b>Frequency</b>	Annual basis	Every 3-5 years (unless significant trigger)
<b>Scope</b>	<ul style="list-style-type: none"><li>• Framework utilisation</li><li>• Change request review</li><li>• Updates to OSCA</li></ul>	<ul style="list-style-type: none"><li>• Framework utilisation</li><li>• Structural review</li><li>• Emerging and declining role analysis</li><li>• Change request review</li><li>• Updates to OSCA</li><li>• Broader environmental scanning</li></ul>
<b>Governance</b>	<ul style="list-style-type: none"><li>• Review Panel</li><li>• APSC Delegates</li></ul>	<ul style="list-style-type: none"><li>• Working Group</li><li>• Review Panel</li><li>• APSC Delegates</li></ul>

## Minor Reviews (maintenance)

Prior to the commencement of a minor review, all agencies who submitted a change request will be contacted, in addition to any other relevant stakeholders for consultation. Change requests are assessed against the Decision Making Matrix, and proposed changes are put forward to the Review Panel for consideration. Following the outcome of decision, the Centre of Excellence for Workforce Planning will work with the APSC delegates to implement the change.

## Major Reviews (strategic)

During a major review the Centre of Excellence for Workforce Planning conducts an in-depth analysis of the utilisation of the Framework, research into emerging and declining roles, and analysis of the change requests submitted the year prior. The Centre of Excellence for Workforce Planning will convene the Working Group and Review Panel to discuss the outcomes of the analysis conducted, and the change proposals submitted by agencies, and propose a decision based on relevant stakeholder negotiations and the Decision Making Matrix. Based on these discussions, the Centre of Excellence for Workforce Planning will propose changes to the Review Panel and APSC Delegates for endorsement.



# Changes to the Framework

Any APS agency that is currently using the Framework can request changes to Job Roles at any time via the Change Request form. All agencies who submit a request form will be contacted by a representative from the Centre of Excellence for Workforce Planning to discuss their proposed change(s) prior to the commencement of either review process.

Changes that can be requested include:

- Addition of a new job role
- Removal of an obsolete job role
- Merging of two or more job role s
- Addition of specialisations to existing job role descriptions
- Updates to the job role descriptions

Structural change requests can be made during the comprehensive (major) review process. Instructions on how to do so will be made available during the notification to the Workforce planning Community of Practice of the review process commencing. See Appendix 2 for the Change Request Process Flow.

## Guiding principles for job role changes

The following factors will be taken into consideration when deciding to adopt any change relating to a Job Role. See Appendix 3 for Decision Matrix.

- The Framework is a “One Size Fits Most” model. It cannot exhaustively cover every role performed in every agency.
- There is evidence the role could be emerging work within the APS.
- Roles must remain relevant and aligned with work currently being performed across the APS.
- Job Family mapping is generally applied to a position not a person and hence must focus on the work needed to be performed in the role, not the particular skills or abilities of the individual performing the role.
- Clear audit trail of decisions made by the Working Group, Review Panel and approvals made by APSC Delegates.

## Further information

For further information about the APS Job Family Framework, please visit the APSC website. Support materials are also accessible through the Workforce Planning Community of Practice JFF Hub. Join the Community of Practice [here](#).

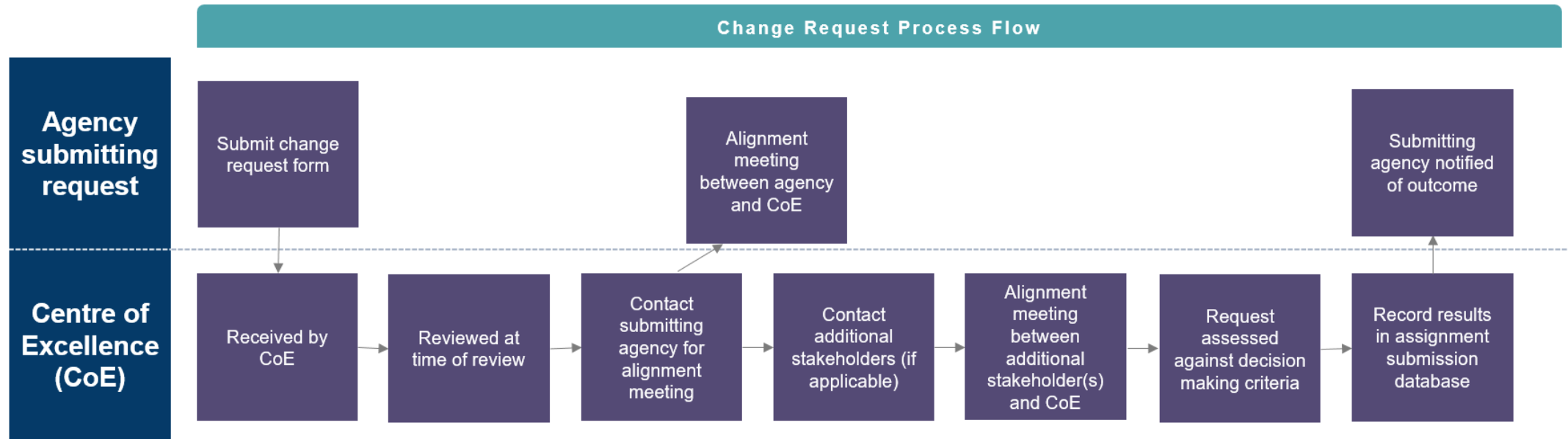
To contact the APS Centre of Excellence for Workforce Planning, email [APSWFP@apsc.gov.au](mailto:APSWFP@apsc.gov.au).

For reporting enquiries, email [APSED@apsc.gov.au](mailto:APSED@apsc.gov.au).

# Appendix 1 – Roles and Responsibilities

Role	Responsibilities
APSC Delegate	Accountable for decisions on the development, review, changes and distribution of the Job Family Framework in line with the guiding principles set out in this document. Retains final authority for all decisions relating to the APS Job Family Framework, based on recommendations from the Job Family Framework governance bodies.
APS Workforce Strategy & Planning	The APS Centre of Excellence for Workforce Planning is primary point of contact for all Job Family Framework management matters and queries. The Centre oversees the implementation of the Framework in the APS, and the analysis of Job Family data for insight and strategic foresight. The Centre will manage and coordinate all change requests to the Framework, in consultation with the relevant governance bodies. The Centre will implement any changes to the Framework, ensuring the APSC website remains up to date with relevant information, communicating changes to agencies and upskilling workforce planning practitioners.
Working Group	Provides guidance on the practical application and use of the Job Family Framework tool and reporting on Job Family data from APSED with an APS wide view. Provide feedback on the impact of proposed change requests. Whilst agency representatives are representing their agency, as working group members they are encouraged to put on APS-wide view.
Review Panel	Review Panel members provide recommendations and advice to the APSC based on their expertise in assessing any proposed changes to the Framework to ensure alignment with the Guiding Principles and Decision Matrix. The APS delegate retains final authority for decisions relating to the appointment of 'by application' members.
Workforce Planning Community of Practice Members	In their application and utilisation of Job Family data community members will notify the Centre of Excellence for Workforce Planning (via the change request form) of any trends or

## Appendix 2 – Change Request Process Flow



# Appendix 3 – APS Job Family Framework Decision Matrix

Element	Definition
Statistical Feasibility	Can meaningful data be compiled?
Statistical Balance and Meaningful Groups	Will the groups at the same level in OSCA have similar numbers of jobs? Does it meet statistical user needs?
Mutual Exclusivity	Is each job is classified to one, and only one, group of jobs at each level of the classification with no overlaps?

## Implications of element applied to each level of the Framework

Element	Job Role
Statistical Feasibility	Should have no less than 8 incumbents
Statistical Balance and Meaningful Groups	Roles should be kept to a level of aggregation that reflects their relative importance to the APS's work, meaningfully grouping up job profiles into job roles under occupational groupings that align to OSCA
Mutual Exclusivity	Should not be duplicated across or within job families or overlap

Element	Job Function
Statistical Feasibility	Should have no less than 2 roles, and no less than 60 incumbents
Statistical Balance and Meaningful Groups	Groups similar roles irrespective of the variations in name, organisational design or classification.
Mutual Exclusivity	Defined precisely, clearly and unambiguously

<b>Element</b>	<b>Job Family<sup>1</sup></b>
Statistical Feasibility	Should have no less than 2 functions, 7 roles, and no less than incumbents*
Statistical Balance and Meaningful Groups	Comparable over time – maintains time series
Mutual Exclusivity	Defined precisely, clearly and unambiguously

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<sup>1</sup> This is the minimum size of a large-size agency (1001-10,000). As an alternative one might consider using 1% of the total APS workforce as the minimum size for a job family, which would put the size closer to 1800 employees as at 2024 APSED numbers. Under either consideration, Trades and Labour currently violates this minimum, however, since there is no way to meaningfully group these roles into other job families, it becomes important to consider the interplay of the other factors as well as OSCA's caveat around non-conformance to ideal size.