Australian Government
IP Australia

2024 APS Employee Census
IP Australia Action Plan

P TM D PBR

ACKNOWLEDGEMENT OF COUNTRY

IP Australia respectfully acknowledges the Traditional Custodians of the land on which we work throughout Australia. We pay our respects to Elders, past present and emerging. We acknowledge the Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationship to the land, waters and seas and their rich contribution to society. We particularly acknowledge all Aboriginal and Torres Strait Islander people with disability and their carers.

CONTENTS

Acknowledgement of Country 2

Results overview 3

Key drivers for 2024 3

Agency and Group action planning 3

Prioritise 3

Innovation 4

APS cohesion 4

Job-skills match 5

Culture of integrity 5

Business Group action plans 5

Copyright

All content in this publication is provided under a Creative Commons Attribution 4.0 International (CC BY 4.0) licence. http://creativecommons.org/licenses/by/4.0/ with the exception of:

- the Commonwealth Coat of Arms,
- IP Australia's corporate logo,
- photographs of our staff and premises,
- content provided by third parties – including photographs, logos, drawings and written descriptions of patents and designs.

Third party copyright

IP Australia has made all reasonable efforts to:

- clearly label material where the copyright is owned by a third party,
- ensure that the third party has consented to this material being presented in this publication.

Permission may need to be obtained from third parties to re-use their material.

© Commonwealth of Australia 2024

Attribution

The CC BY licence is a standard form licence agreement that allows users to copy and redistribute the material in any medium or format. Additionally, this licence allows users to remix, transform and build-upon material, under the agreement that a link must be provided to the licence and users must indicate if changes were made, attributing the material as follows:

Licensed from the Commonwealth of Australia under a Creative Commons Attribution 4.0 International Licence.

RESULTS OVERVIEW

We've recognised our **strengths** compared to the APS-wide results in 5 key areas:

- support for health and wellbeing
- reduction of red tape
- effective technology
- risk management
- learning and development.

Our achievements

This year we achieved a record-breaking agency response rate of 88%. Across the 6 indices we also score higher or equal favourable score than the rest of the APS:

Index	Our score	APS average
Employee Engagement	74	74
Immediate Supervisor Leadership	79	77
SES Manager Leadership	70	70
Communication	72	69
Enabling Innovation	68	65
Wellbeing Policies & Support	77	70

Key drivers for 2024

Our action plan focuses on 4 key drivers to foster high levels of **commitment and loyalty**, **engagement**, and **satisfaction**:

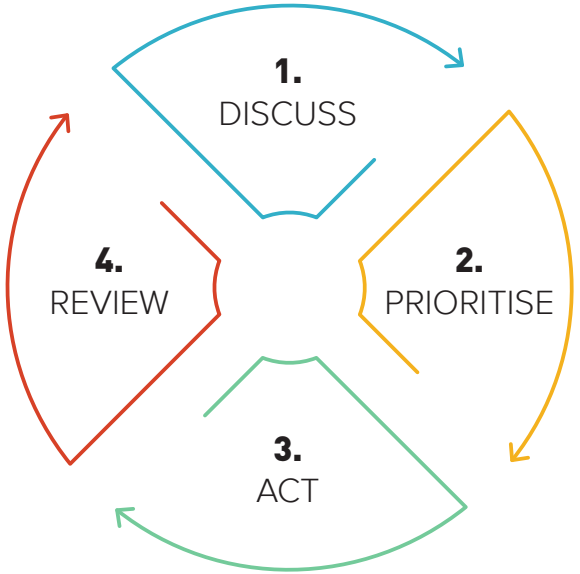
- innovation
- APS cohesion
- job-skills match
- culture of integrity.

In 2024, IP Australia launched our new People Strategy which outlines several initiatives that align to our APS census priorities and can be read along with this document.

We **monitor**, **measure** and **benchmark** our results against:

- the wider APS community
- similar-sized APS agencies
- our previous Census results.

Agency and Group action planning



Area of focus	Agency initiatives	Our expectations of leaders and staff	Success looks like
Innovation *Foster an innovative mindset to adopt experimentation, positively engage with risk, and adjust to the impact of emerging technology.*	• Deliver the **People + Technology + Efficiency Program** to explore opportunities for further innovation to enhance how we work, and maintain our strong position as a leading Public Service agency and global leader in the IP System. • Continue to promote ways staff can be involved in innovation through IP Australia's **Innovation Framework**. • Develop and implement a **new Capability Framework *(People Strategy)*.** • Promote **training and development** for data and digital capabilities, and artificial intelligence literacy programs ***(People Strategy)***. • Showcase **subject matter experts** in innovation by hosting guest speaker events.	• **Managers** and **staff** instill a culture of lifelong learning and knowledge sharing. • **Managers** anticipate and prepare for the impact of innovation and change on teams across data, digital and artificial intelligence transformation. • **Managers** and **staff** understand their obligations in dealing with data, digital and artificial intelligence tools, they uphold data integrity and support data governance. • **Managers** and **staff** look for opportunities to do things differently and are willing to embrace innovation and change. • **Managers** and **staff** understand the risk framework and encourage teams and colleagues to positively engage with risk in alignment with tolerance levels.	• Maintain or increase positive sentiment across the APS Employee Census results relating to innovation, adaptability and change management.
APS cohesion *Strengthen our people's connection with the purpose, direction, and achievements of the APS*	• **Connect** with other APS agencies to increase awareness of diverse APS STEM careers and their contribution to the APS. • Implement the **Diversity and Inclusion Strategy** to build an inclusive and diverse workforce ***(People Strategy)***. • Establish **career and learning and development pathways** for Talent Acquisition Programs as an **entry level talent pipeline *(People Strategy)***.	• **Managers** support staff to undertake external mobility opportunities across the APS. • **Staff** connect with colleagues across the APS and engage in collaboration and knowledge sharing opportunities, including engaging with the APS Professional Streams. • **Managers** support a diverse workforce across all locations and lead teams where employees feel respected, encouraged and included • **Managers** display inclusive leadership and model cultural competency.	• Maintain or increase positive sentiment across the APS Employee Census results relating to APS cohesion, inclusivity and supervisor performance.

Area of focus	Agency initiatives	Our expectations of leaders and staff	Success looks like
Job-skills match *Support staff to use and grow their unique skills that contribute to the current and future priorities of the agency.*	• Review and redesign of the **Performance Framework** fit for driving high performance, productivity and development in a hybrid and home-based working model ***(People Strategy)***.	• **Managers** regularly meet with staff to discuss performance and role expectations and recognise their achievements. • **Staff** take personal responsibility for healthy attitudes, behaviours and a safe work environment. • **Managers** provide and support professional development opportunities, facilitate observational learning and invest in growing the skills we need now and into the future. • **Managers** provide clear direction and stewardship to support staff to deliver on the strategic objectives of IP Australia. • **Managers** use available tools and resources to assist with making informed workplace decisions and have the confidence to approach difficult conversations with honesty and empathy.	• Maintain or increase positive sentiment across the APS Employee Census results relating job-skills match and performance feedback and development.
Culture of integrity *The pursuit of high standards of professionalism - in <u>what</u> we do and <u>how</u> we do it. Acting ethically and respectfully towards each other by making fair, honest and effective decisions.*	• Align and deliver the Agency's **integrity cultural maturity objectives *(People Strategy)*.** • Raise awareness of the **Integrity Policy and Framework** to embed a **pro-integrity culture**. • Review of policies related to integrity and development of guidance materials to assist staff to increase their understanding of our integrity risk environment.	• **Managers** foster an environment where honesty and trust are valued and expected and display a genuine commitment to upholding and championing a culture of integrity. • **Managers** and **staff** uphold the APS values and code of conduct, promote integrity and apply integrity principles through work and behaviours. • **Managers** and **staff** uphold the highest standards of integrity by ensuring that all actions and decisions are fair, transparent, and ethical (guided by the REFLECTED model).	• Maintain or increase positive sentiment across the APS Employee Census results relating to culture of integrity. • Increase in maturity level against the Commonwealth Integrity Maturity Framework principles.
Business Group action plans	*IP Australia's Census results are varied, and areas of opportunity differ across our business groups. We undertake extensive analysis of results at the Group level to understand what local action will be most impactful to each Group.* • All IP Australia's Groups have developed targeted **Group Action Plans** that are regularly monitored and reviewed.	• **Managers** and **staff** celebrate areas of strength and positive staff experiences reflected in the APS Census results; and discuss APS Census results and demonstrate a visible and tangible commitment to improving areas of opportunity.	• Maintain or increase positive sentiment across the APS Employee Census results relating to Group-specific key drivers.

© Commonwealth of Australia 2024

CC BY