



Australian Government
IP Australia

People Strategy 2024 - 2027

DELIVERING *IMPACT, CUSTOMER SERVICE, CAPABILITY
AND INNOVATION* THROUGH OUR PEOPLE



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

Foreword from the director general	3
Strategic alignment	4
The future of work – Environmental scan	7
Hybrid work and flexibility	7
Wellbeing and psychosocial risk	7
Culture.....	8
Transformation – data, digital and AI	8
Demographic shift	8
APS Reform	8
Workforce profile– Who are we?	9
People strategy pillars	10
Pillar: Culture of connection, belonging and integrity.....	11
Hybrid employee	12
Home based employee.....	13
Office based employee	14
Pillar: Manager capability uplift.....	15
Manager who manages a hybrid workforce	16
Pillar: Innovative mindset.....	19
Core capabilities at IP Australia	20
Pillar: Talent and development	21
Roles for the future	22

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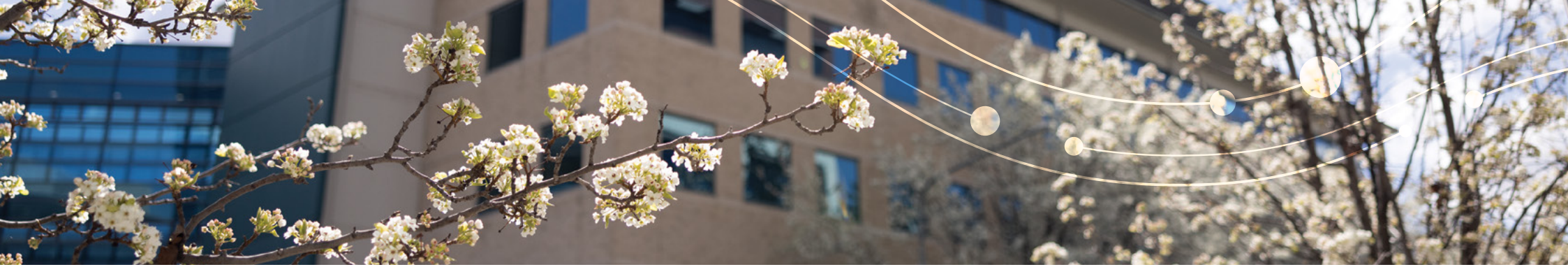
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FOREWORD FROM THE DIRECTOR GENERAL

I am proud of our people and the work they do to support innovation and creativity in Australia and beyond. Our people are our greatest asset and the key to delivering our vision of creating a world-leading IP system that builds prosperity for Australia.

Our People Strategy is pivotal to us achieving our ambition of being a leading IP office and a trusted partner for our customers and stakeholders. As IP Australia continues to adapt to the global changing work dynamics, it is crucial that we have a strategy that is responsive, sustainable, and enables a positive staff experience. We have strong levels of engagement, low turnover and high tenure – we are building on this platform of success.

This Strategy is forward-looking, focusing on fostering connection, promoting development and well-being, to adapt to evolving needs and achieving embedded flexibility. It outlines our strategic pillars and associated actions that will guide our efforts over the next 4 years. For each pillar, we express our expectations of managers, employees and make a commitment from our Senior Executive Service (SES) on what we will provide as an employer.

Flexibility allows us to attract and retain the best talent within Australia, with diverse perspectives and innovative ideas. Our workforce is supported to work flexibly, while ensuring high-quality services are delivered to our customers and operational requirements are met.

We want to stay ahead of the game as an employer of choice in the public service and our people strategy will set us up for the future in a modern hybrid workplace. Flexibility and inclusivity have been the core of our business operation in attracting and retaining an engaged workforce. The dynamics of the workforce of the future however requires concerted effort to enhance our flexible workplace offering to remain competitive in the talent market. We are now taking this to the next level – **embedded flexibility**.

As we continue to foster a sense of belonging, trust, and mutual respect within IP Australia, a **culture of connection, belonging and integrity** will be important. This will encourage teamwork, innovation, and ethical behaviour, while enhancing self-responsibility, engagement, performance, and retention.

Manager capability uplift to effectively lead in the hybrid environment, while achieving business outcomes is key to support psychosocial wellbeing and foster employee development. We are committing to a clear direction for management capability uplift – managing in a flexible work environment and, anticipating and managing psychosocial risk.

We will empower managers to inspire the best in individuals to achieve operational goals, irrespective of their work location or arrangements. IP Australia supports employees to take accountability for their career growth, continuous learning, and innovation, while ensuring a safe and healthy approach to work.

In line with the Australian Public Sector's vision to be a trusted, modern, and leading public service, an **innovative mindset** is required to create efficiencies and opportunities for innovation and growth. This will form part of how we adapt to the changing nature of work and learning, investing in the development of data and digital capabilities and planning for the impact of Artificial Intelligence (AI).

Talent and development aligns with our strategic goals of ensuring we have the capability we need now and in the future through performance development, succession planning and career pathway frameworks and tools, that are also fit-for-purpose for working in a hybrid work environment.

To achieve these actions, we all need to reflect on the content of this Strategy and how we can all contribute to its implementation. Together, we can continue to have a positive and productive workplace that supports our mission and values.



STRATEGIC ALIGNMENT

Our People Strategy reflects and builds upon the objectives and goals of the IP Australia Corporate Plan 2023–24.

The People Strategy sets the workforce direction and highlights our commitment to activities to support the delivery of organisational outcomes, while considering the employee experience and the workforce of the future.

This Strategy supports the objective of the [Diversity and Inclusion Strategy](#) and **promotes a sense of belonging** whilst ensuring a culturally safe workplace by enhancing the culture of connection, inclusion and integrity in the hybrid work environment.

This strategy aligns closely with our [Work Health and Safety Strategy](#) to ensure we have a positive health and safety culture with appropriate capabilities to address psychosocial and physical health risks.

Our People Strategy Pillars are relevant to the direction of functions such as integrity, innovation, risk management, data, information and analytics, and ICT and require strong corporate alignment to achieve these outcomes for the organisation.

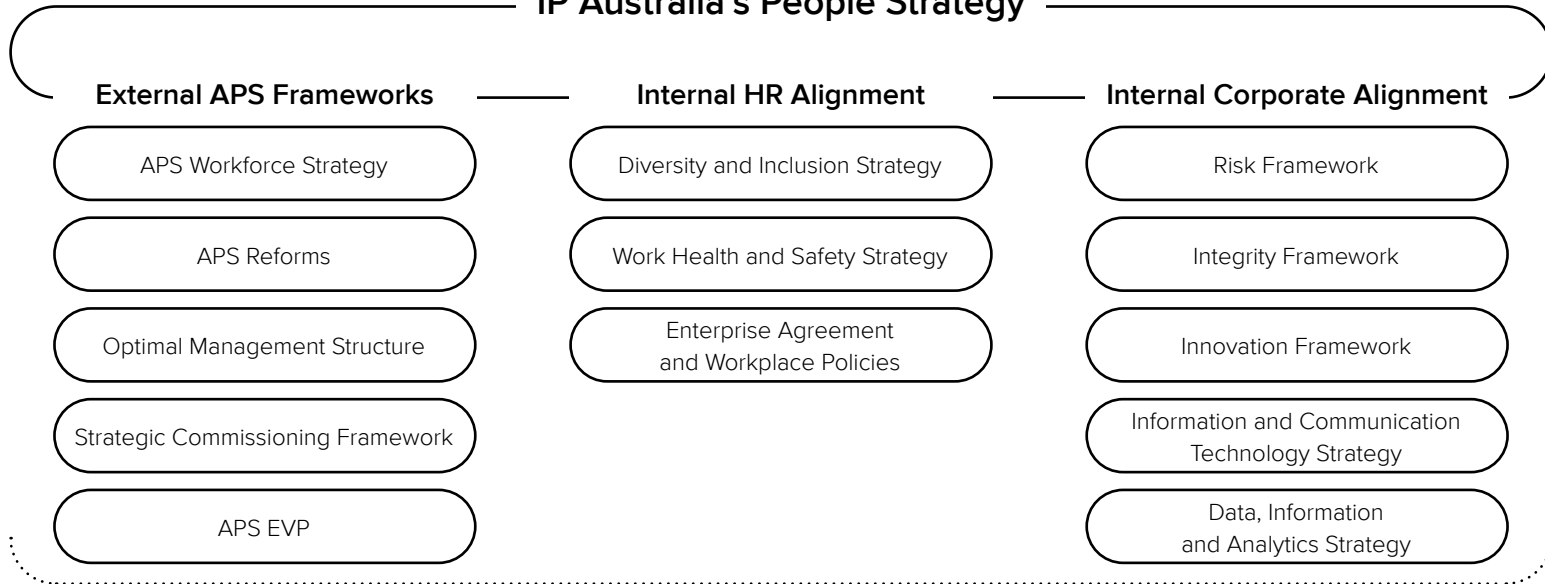
Externally, the strategy aligns and supports guidance and advice from the Australian Public Service including the Australian Public Service Reforms, the Strategic Commission Framework, the Optimal Management Structure guidance, the APS Workforce Strategy, and the APS Employee Value Proposition.

We are committed to providing a great place to work and contribute to a world leading IP system that builds prosperity for Australia.

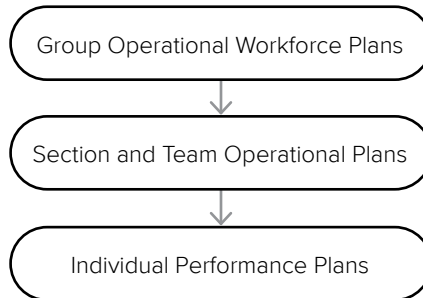
IP Australia's Strategic Corporate Plan

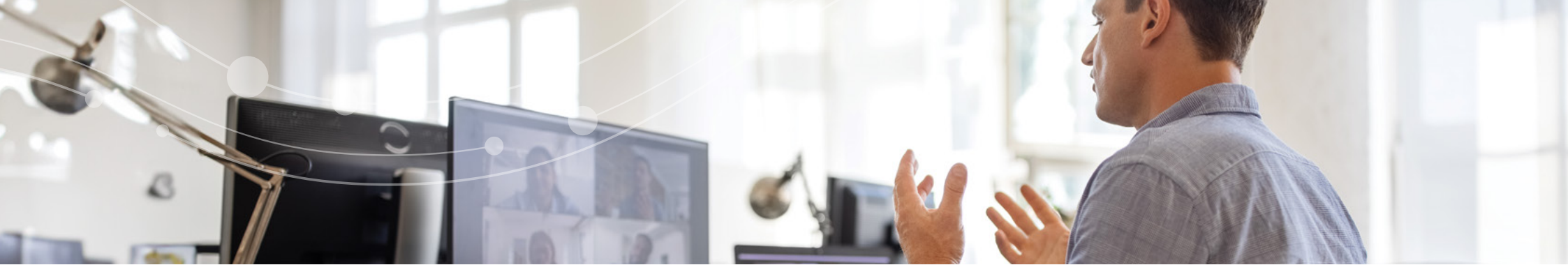


IP Australia's People Strategy



Group Operational Plans





THE FUTURE OF WORK – ENVIRONMENTAL SCAN

IP Australia plays a pivotal part in shaping the IP rights system domestically and internationally, as such, we need to understand external and internal factors that may potentially affect how we work now and in the future.

Hybrid work and flexibility

As the talent market becomes increasingly competitive, organisations are reimagining work with enhanced flexibility offerings to attract and retain the best talent. Globally, organisations with flexibility as part of their employee value proposition are more attractive to employees. Flexibility is beyond the ad hoc work-life balance requirements and is now a sustainable and balanced approach between the employer and employee needs¹.

It has been identified that more flexible work arrangements can lead to an engaged, productive, and inclusive workforce². Hybrid work designed in the right way strengthens networks, collaboration and encourages innovation. Flexibility can broaden the available talent pool, increase productivity and operational cost savings, while demonstrating the important balance of employee autonomy and wellbeing with delivery of outcomes³.

For hybrid work to work properly, it is important to be intentional, proactive and thoughtful⁴. It is increasingly important for individuals to be empowered to take personal responsibility for their career development⁵, and this can be gained through self-directed efforts.

To remain competitive, IP Australia will continue to leverage our flexibility offerings to ensure positive workplace experience, while ensuring operational requirements are met and organisational outcomes are not compromised.

1. [The Future of Flexibility at Work \(hbr.org\)](#)

2. [Flexibility Is Key to Integrating Meaning and Work \(mit.edu\)](#)

3. [The Radical Promise of Truly Flexible Work \(hbr.org\)](#)

4. [12 Intriguing Hybrid Work Quotes From Successful Leaders \(officernd.com\)](#)

5. [AHRI-Research_Hybrid-Flexible-Working-Practices-in-Australian-Workplaces-in-2023.pdf](#)

Wellbeing and psychosocial risk

Organisations that prioritise well-being as part of their value proposition will have a differentiated brand to attract and retain talent⁶.

Strategies identified to manage psychosocial risks and enhance wellbeing include:

- designing work to build organisational resilience through effective management
- encouraging collaboration across functions
- using data and research to inform decisions
- educating employees about psychosocial risks and the impact
- ensuring the work environment and culture is optimal⁷.

The *Work Health and Safety Act 2011* and Regulations enacted in April 2023 have been amended to enhance our obligations to manage psychosocial risks in the workplace⁸. We are committed to promoting the wellbeing of all staff, customers, and the Australian community by creating a strong safety culture. We are developing and implementing tangible actions to mature our safety culture and support wellbeing through the identification and management of psychosocial risks⁷.

6. [Human Resourcing - 6_Future_of_Work_Tre_766880_ndx.pdf - All Documents \(sharepoint.com\)](#)

7. [Psychosocial Risks and Interventions for Mental Ill-health in the Workplace and Managing Psychosocial Risk at Work: Improve Effectiveness - The Safe Step](#)

8. [2022 - 2025 WHS strategy.docx \(sharepoint.com\)](#)

Culture

Shaping culture in a hybrid workplace to ensure alignment, connection, and collaboration is key to the future of work.

Role modelling behaviours and creating greater transparency improves culture, trust, and engagement. Traditionally, this was achieved organically through face-to-face interactions in an office setting which are still critical to individual development and organisational outcomes. In a hybrid environment, IP Australia will continue to create the right culture and behaviours that will attract and retain talent, foster engagement, and empower our workforce to thrive in the face of ongoing challenges and opportunities.

Transformation – data, digital and AI

The evolution of data, digital technologies and AI is pivotal to empower organisations and individuals to make informed decisions, drive innovation and anticipate change.

Building data capability across the APS was identified in the APS reform agenda ‘*Delivering for Australians*’ as a key enabler to government, leveraging the benefits of data and delivering quality services and outcomes to Australians⁹. Enhancing the data literacy of APS employees will contribute to public confidence, trust, and effective data management⁹.

Business leaders and employees predict that data literacy will be the most in-demand skill by 2030, with 85% of executives expressing that it will become as vital as the ability to use a computer today¹⁰.

Digitalisation, automation, and the emergence of AI are identified as key trends shaping the economy and the workforce¹¹. This opens up productivity-enhancing opportunities and brings with it a critical skills agenda, where the whole workforce needs to be digitally literate¹¹.

There is a significant gap in digital skills across Australia’s workforce, with 87% of jobs now requiring digital skills. There is a need for 156,000 new technology workers to keep pace with business transformation¹². Further, 1.2% of all job postings in 2022 in Australia were AI-related, indicating the demand for AI jobs has been growing faster in Australia relative to international comparisons¹³. These numbers highlight the need for education and training in these fields to get ready for a future influenced by technological developments.

Digital and data skill shortages are expected to shape job roles, how work is structured and where work is done.

Demographic shift

The anticipated demographic shifts over the coming years indicate a dynamic and evolving employment landscape, influenced by longer lifespans, generational changes, and global trends¹⁴.

With the increasing number of mature age workers, the concept of work and the employee lifecycle will evolve¹⁵. It is anticipated the millennial generation, who will form a significant proportion of the workforce, will put greater value on development¹⁵. Millennials in Australia value “educational experiences that are practical and applicable in real-time, aligning with their desire for immediate application and relevance in their professional lives”¹⁶.

Personal growth (helping employees grow as people, not just professionals), deeper connections, a shared purpose and holistic well-being are all emerging as important needs of the younger generations within the workforce¹⁷.

The benefits of a diverse workforce will continue to be recognised with creativity powered by differing backgrounds and experiences¹⁵, and IP Australia expects to see continued workplace diversity as we experience these demographic shifts.

APS Reform

The APS Reform agenda announced in 2022 aims to build a stronger public service, positioning the Australian Public Service to work collaboratively and dynamically.

This agenda is expected to:

- strengthen a culture of integrity
- deliver human and user-centred policy and service excellence
- create a strong employee value proposition
- set standards for equity, inclusion, diversity and First Nations employment
- improve capabilities to ensure the ability to adapt to future challenges^{18, 19}.

IP Australia is committed to undertaking the actions that align with the pillars of the reform. This includes building capability and capacity, strengthening pro-integrity culture and practices, supporting greater transparency and genuine partnership with the community, and positioning IP Australia to work collaboratively and dynamically to support the government’s agenda.

9. [APS Data Literacy Foundational Pathway | Australian Public Service Commission \(apsc.gov.au\)](https://www.apsc.gov.au/aps-reform-agenda)

10. [Data Literacy Training: Most in Demand Skill by 2030 \(differentia.consulting\)](https://www.differentia.com.au/data-literacy-training-most-in-demand-skill-by-2030)

11. <https://www.jobsandskills.gov.au/publications/towards-national-jobs-and-skills-roadmap-summary/megatrends-are-shaping-the-economy-and-the-workforce>

12. [Digital Lives of Australians 2022 - Research Report | auDA](https://www.dia.gov.au/research-reports/digital-lives-of-australians-2022)

13. [Data literacy in HR: Why is Australia falling behind?](https://www.dia.gov.au/research-reports/data-literacy-in-hr-why-is-australia-falling-behind)

14. [Demographic Shifts | Megatrends! People Business | PwC Australia](https://www.pwc.com/australia/en/issues-and-trends/people-business/2022-demographic-shifts)

15. [Labour Force, Australia, February 2024 - Australian Bureau of Statistics](https://www.abs.gov.au/australian-bureau-of-statistics/news-events/press-releases/2024/02/labour-force-australia-february-2024)

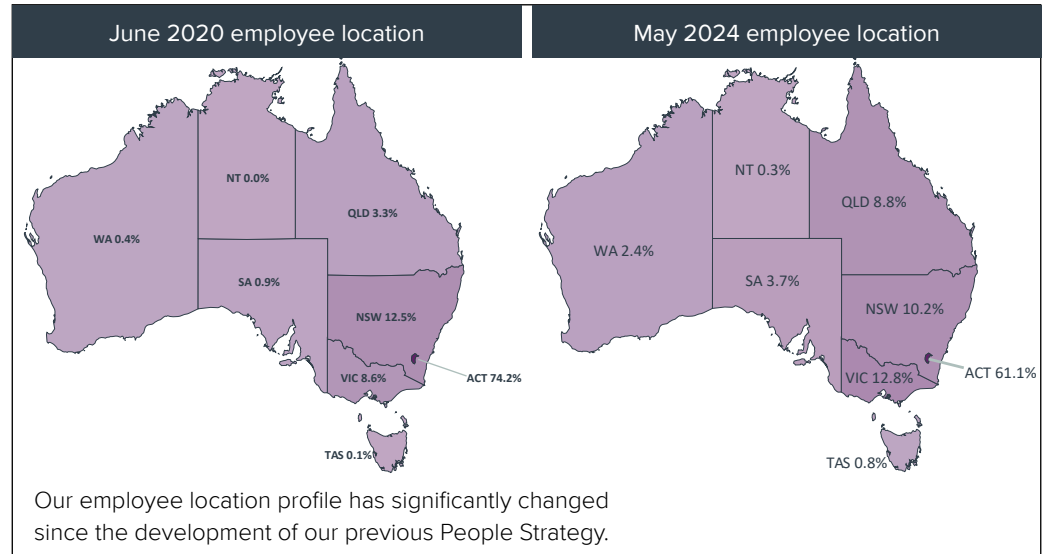
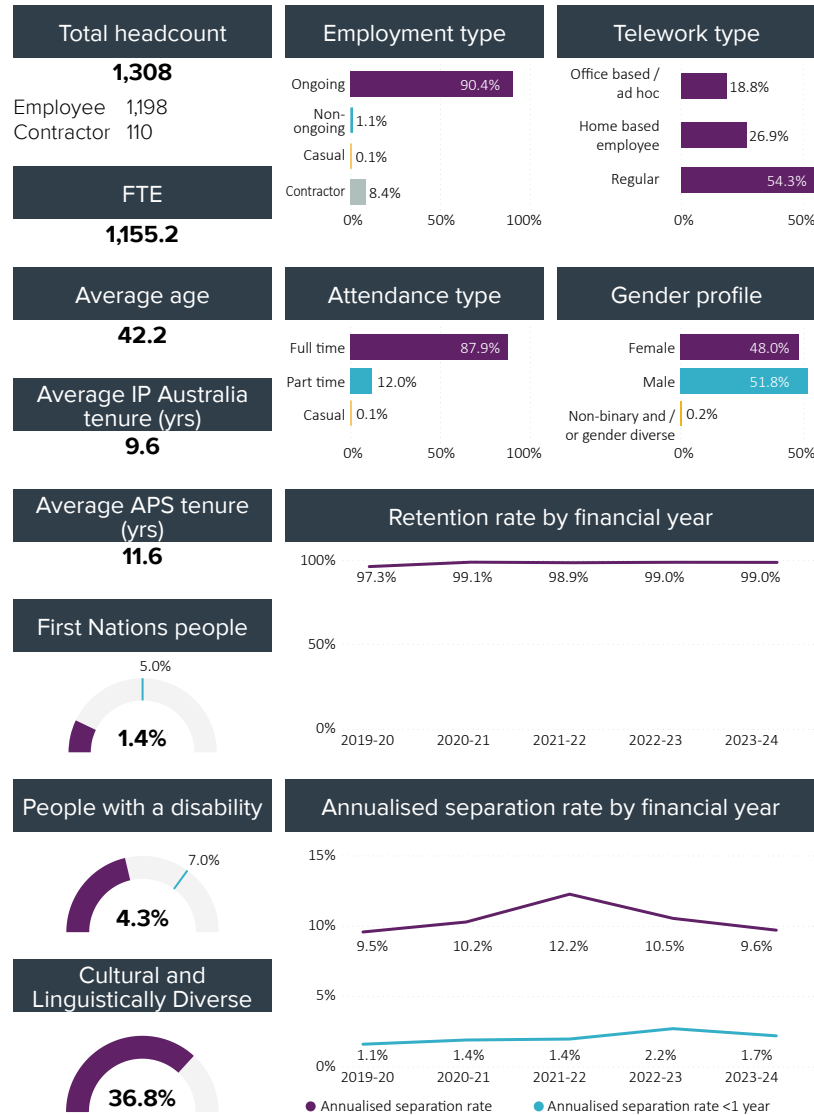
16. [The Millennial effect: Implications for academic development](https://www.dia.gov.au/research-reports/the-millennial-effect-implications-for-academic-development)

17. [Improve Gen Z Retention by Understanding Their Development Needs and Work, Gartner, 16 June 2022](https://www.gartner.com/en/articles/improve-gen-z-retention-by-understanding-their-development-needs-and-work)

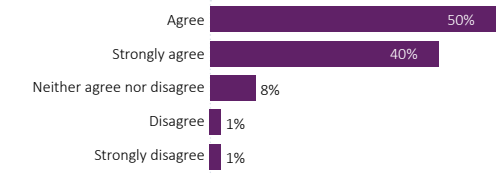
18. [APS reform | Australian Public Service Commission](https://www.apsc.gov.au/aps-reform-agenda)

19. [Section Two: Progress of APS Reform initiatives | APS Reform](https://www.apsc.gov.au/aps-reform-agenda/section-two-progress-of-aps-reform-initiatives)

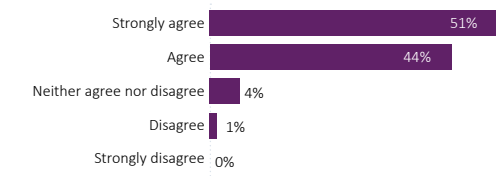
WORKFORCE PROFILE— WHO ARE WE?



My Agency supports and actively promotes an inclusive workplace culture.



I am confident that if I requested a flexible work arrangement my request would be given reasonable consideration.



2023 APS employee census:

Our census results have been consistently strong over the years.

- 70%** of staff are **engaged**.
- 76%** of staff have indicated their **commitment and loyalty** to IP Australia.
- In 2023, we recorded our highest **satisfaction** rate of* **80%**.
- 90%** of staff feel the agency promotes an **inclusive workplace culture**.
- 95%** of staff feel **flexible work** is given **reasonable consideration**.

Definition of term: Retention rate is the number of employees who were retained during the specified period.
 *Based on historical data available since 2018.
Note: Contractor data is available for total headcount, employment type and APS Employee Census data points only.



PEOPLE STRATEGY PILLARS

These pillars will be pivotal in us achieving our vision of being an APS leader in offering embedded flexibility - the way in which we work is considered across our HR frameworks and embedded in the workforce experience. Our pillars align to the Australian Public Service Employee Value Proposition.

Five APS EVP attributes:

- Purpose and meaning
- Opportunities to learn and grow
- Community and belonging
- Flexibility and balance
- Conditions and lifestyle.

Our strategic vision - from flexibility to embedded flexibility.

Leverage our strength for attraction and retention, considering the nature of how we work, ensuring staff are supported to work flexibly without compromising organisational outcomes.

EMBEDDED FLEXIBILITY

CULTURE OF CONNECTION, BELONGING and INTEGRITY

Foster a culture that supports connection and belonging within our hybrid environment, and ensure integrity is overlaid as part of everything we do.



MANAGER CAPABILITY UPLIFT

Build manager excellence in our current and aspiring managers to effectively lead in a hybrid environment; supporting psychosocial wellbeing and ensuring organisational outcomes are met.



TALENT and DEVELOPMENT

Ensure we have performance development, succession planning, and talent frameworks and tools tailored to a hybrid work environment.



INNOVATIVE MINDSET

Cultivate an innovative mindset to embrace experimentation, confidently engage with risk, and adapt to the impact of emerging technology.



PILLAR:



CULTURE OF CONNECTION, BELONGING and INTEGRITY

Foster a culture that supports connection and inclusion within our hybrid environment, while ensuring integrity is overlaid as part of everything we do.

As the employer, we will...

Uphold the highest ethical standards in all our practices to foster a culture of integrity and trust.

Display committed, accountable and visible leadership to build a diverse and inclusive workplace where all employees are valued, accepted, respected, and empowered.

Ensure there are systems and frameworks in place to support our leaders to make decisions and engage with risk with an integrity lens.

Encourage collaboration across the Agency and provide opportunities to enhance skills and experiences.

As a manager, you are expected to...

Uphold the highest standards of integrity by ensuring that all actions and decisions are fair, transparent, and ethical.

Foster an environment where honesty and trust are valued and expected.

Develop a culture of connection and collaboration within the hybrid environment.

Support a diverse workforce across all our locations, and lead teams where employees feel respected, encouraged, and included.

Display inclusive leadership and model cultural competency.

As an employee, you are expected to...

Uphold the APS values and promote integrity through work and behaviours.

Contribute to building an inclusive workplace and a culture of belonging.

Treat your colleagues respectfully and courteously.

Connect with colleagues in a hybrid environment and engage with collaboration opportunities.

What we have

- Diversity and Inclusion Strategy
- Contractor Management Framework and Inclusion Strategy
- APS Employee Value Proposition
- Integrity Policy and Framework
- REFLECTED model
- Compliance suite of modules in induction.

What we will deliver 2024–2027

- Conduct psychosocial risk assessment and implement actions.
- Create Employee Value Propositions for specific job segments for critical roles and diversity cohorts.
- Implement and evaluate the Diversity and Inclusion Strategy.
- Align and deliver the Agency's integrity cultural maturity objectives.
- Monitor ongoing wellbeing, connection and psychosocial risks.
- Build a cultural consultancy service offering.

How we measure success

- Maintain or increase positive responses to the following questions in the APS Census:
 - 'I feel a sense of belonging at IP Australia'
 - 'I have seen changes in IP Australia's workplace culture to be more inclusive'
 - 'Regardless of my work location, I feel connected and included at IP Australia'
 - 'The culture in my Agency supports people to act with integrity'
- APS cohesion
- Maintain Inclusive Employer status through Diversity Council of Australia by improving our diversity and inclusion, workforce capability and remaining at the forefront of flexible work practices.
- Improvement of APS Census results for business areas that undertake culture consultancy activities.
- Achievement of Diversity and Inclusion measures of success.
- Monitor HR data related to psychosocial risks such as case management numbers, psychosocial injuries and compensation claims and EAP usage.

HYBRID WORK PERSONAS

Personas have been developed for our hybrid, home-based and office-based employees, and our managers with hybrid teams to help us to recognise the motivations, frustrations, and support required for these different groups.

HYBRID EMPLOYEE

Personas are fictional characters, based on consultation with IP Australia employees. Photos of models used for personas.



About Sahil
Location MIPO, Vic

What does flexibility mean to me?

The ability to focus on what outcomes we achieve, not how we achieve them.

Hybrid situation

- A hybrid worker who works from the MIPO office some days and from home on other days.
- Loves the flexibility of being able to come into the office to connect and collaborate, and to stay at home to do focused work.
- Works shorter days at home, so they can log in to their online university classes.

Motivations

- Manages time more effectively with the flexibility to choose when, how and where work is done.
- Social aspect of coming into the office occasionally, and the ability to focus on complex tasks at home.
- Able to better manage personal responsibilities (such as family responsibilities, sporting commitments and study).
- Saves time commuting on the days at home.

Preferred method of communication

- Teams
- Viva Engage
- Townhall.

Pain points/frustrations

- Coming into the office to connect with team members and being the only one in the office.
- Having all meetings held virtually for the staff working from home.
- Extended screen time and wearing headphones can be exhausting.
- Issues with technology.
- Difficulty building connection and rapport with home-based employees.
- Missing out on informal conversations and background/context about what is happening outside immediate team due to dispersed workforce.

Support required

- Encourage anchor days for team members located within distance of an office or hub, where the team comes into the office on the same day.
- Strategies to have informal catch ups with employees who work on alternate days and remotely.
- Review of the communication and collaboration tools available and clear guidance on their purpose and functionality.
- Training for staff to use and optimise tools for connection and collaboration and greater promotion and encouragement to use them.

HOME BASED EMPLOYEE



About

Sam

Location

Perth, WA

What does flexibility mean to me?

Valuing the contribution I make, not my presence in an office.

Personas are fictional characters, based on consultation with IP Australia employees. Photos of models used for personas.

Home office situation

- Home based worker who has only been into the office a few times to meet their manager and colleagues in person.
- Works extended hours and spends a lot of time on the computer, with minimal time away from the screen.

Motivations

- Enjoys the ability to immediately switch off and be 'home'.
- Access to work and opportunities that traditionally were only offered to Canberra-based employees.
- Has seen IP Australia make progress in providing more training and development opportunities to employees that are home-based.
- Time efficiencies due to no commute time (more work getting done, less logistical constraints).
- Work life balance with flexibility to manage work and family responsibility.
- Flexibility in work hours. Working from home means that Sam can also adjust working hours as needed by their manager.

Preferred method of communication

- Teams
- Townhall
- DG email
- Intranet.

Pain points/frustrations

- Sometimes there is lack of social connection as part of everyday work, and Sam feels sometimes important updates are being missed.
- Requires discipline to maintain boundaries between work and personal time.
- Feels overwhelmed with the amount of communication channels and the expectation to participate in all of them.
- Often so many virtual meetings making it difficult to have dedicated time to concentrate on tasks.

Support required

- Reliable technology.
- Embedding virtual social connection and building rapport as social norm.
- More touch point for knowledge sharing across groups.
- Performance, training and mentoring programs that are fit for purpose for different work arrangements.
- Understanding of the challenges of working in remote underserved locations (e.g. during floods, bushfires etc.).

OFFICE BASED EMPLOYEE



About

Anika

Location

Canberra, ACT

What does flexibility mean to me?

Getting my work done with choice in how, when and where I work in the office.

Personas are fictional characters, based on consultation with IP Australia employees. Photos of models used for personas.

Office situation

- Based in Canberra, spends most days in the office and only works from home if required on an adhoc basis.
- Prefers to have a small space to work in the office, without distraction.
- Likes the opportunity to connect with the larger group to mingle and collaborate.

Motivations

- Social interaction, connection and office atmosphere.
- Office provides clear delineation between work and home.
- Good technology and optimal infrastructure (ergonomic setup, meeting rooms, printer etc.).
- Autonomy, interesting and challenging work.
- Enjoys working with others and building professional relationships.
- Work life balance and ability to adjust hours for business requirement or personal appointments when required.

Preferred method of communication

- Microsoft Teams
- In person discussions
- Slido Q&As
- SharePoint.

Pain points/frustrations

- Office atmosphere – the size and design means it often feels like you are on your own in the building.
- No ownership of office space despite there being so many free desks.
- Aligning meeting times to cater for different time zones and within the available hours of work.
- Not being able to tap people on the shoulder for an informal chat.
- People having meetings online from desk can be loud and distracting.

Support required

- Investigate ways to create higher density work areas to connect office workers across business groups.
- Easier access to tools to assist with collaboration.
- Initiatives, activities, and events to generate reason and interest for coming into the office.
- Regular opportunities or anchor days for team to be in person together.
- Better audio in meeting rooms so everyone can hear.

PILLAR:



MANAGER CAPABILITY UPLIFT

Build manager excellence in our current, and aspiring managers to effectively lead in a hybrid environment, while supporting psychosocial wellbeing and ensuring organisational outcomes are met.

As the employer, we will...

Provide a safe and healthy workplace with a strong focus on psychological safety and wellbeing.

Provide the training and support for our managers to effectively lead in a hybrid environment.

Provide opportunities to develop management and leadership skills of our current, new and aspiring managers.

As a manager, you are expected to...

Provide clear direction and stewardship to support staff to deliver on the strategic objectives of IP Australia.

Foster a safe and healthy workplace with a strong focus on psychological safety and wellbeing.

Have the confidence to approach difficult conversations with honesty and empathy, ensuring that issues are addressed in a sensitive and constructive manner.

Support flexible working opportunities that consider operational requirements, effective delivery of work, wellbeing and individual preferences.

As an employee, you are expected to...

Take personal responsibility for healthy attitudes, behaviours and a safe work environment.

Understand that flexibility needs to consider operational requirements, effective delivery of work, wellbeing and preferences.

Be open to giving and receiving feedback and engaging with your manager and colleagues in a productive way.

What we have

- Training for managers and aspiring managers.
- Work Health and Safety (WHS) Strategy.
- Mental Health Strategy.

What we will deliver 2024–2027

- Deliver a comprehensive suite of policies, procedures and scenario-based training to support managers and employees to make informed workplace decisions.
- Deliver bespoke management training program for managing in a hybrid work environment to foster connection, communication, integrity, performance and growth in teams.
- Develop psychosocial risk manager toolkit, including job design frameworks.
- Deliver scenario-based toolkits and annual training for managers on performance development and feedback.
- Develop and conduct an annual manager competency and confidence survey.
- Develop group-specific management capability maturity model.
- Introduce assessment of management capability in recruitment of supervisory positions.
- Deliver a future leaders development program.

How we measure success

- 100% of supervisors engaged with management training.
- Maintain or increase positive responses to the following questions in the APS Census:
 - ‘My immediate supervisor explains the reasons behind their decisions’
 - ‘My immediate supervisor displays integrity through ethical decision-making’
 - ‘Regardless of my work location, my supervisor demonstrates a commitment to including all members of the team’
 - ‘I believe my immediate supervisor cares about my health and wellbeing’
- ‘Manager Competency and Confidence Survey’ - managers are skilled to take responsibility to address employee and workforce issues.
- Success in delivering operational requirements.

MANAGER WHO MANAGES A HYBRID WORKFORCE



About

Alex

Location

Canberra, ACT

What does flexibility mean to me?

Leading a team that works from a place, and time, that allows them to fully contribute, achieve business outcomes and balance work and life.

Personas are fictional characters, based on consultation with IP Australia employees. Photos of models used for personas.

Office situation

- Based in Canberra and frequently has meetings virtually and face-to-face.
- Works closely with external and internal customers, while managing a small hybrid team.

Motivations

- Opportunity to lead and manage a diverse, national team and working with them to achieve their professional goals.
- Ability to source the best talent, irrespective of location or pattern of work.
- Meaningful and interesting work.
- Creating connections and building professional network.
- Good tools to interact, connect and collaborate.

Way of working

- Feels empowered by the IP Australia Executive to balance the flexibility needs of the employees with the organisation business requirements.
- Feels confident to ask staff to change their office days or adjust flexible working hours with suitable notice and explanation.
- Alex's team understand that flexibility is two-way and are happy to adjust arrangements in response to the flexibility that is afforded to them.
- Encourages employees to have virtual meetings regardless of their location, to make hybrid work effective.
- Has built awareness of and consideration for team's wellbeing, and different working styles.
- Has awareness and understanding of guidance, support and tools available (e.g. Manager Assist) to ensure that staff are supported to work flexibly while meeting operational requirements.
- Wants to build a stronger team environment and culture of trust.
- Empowered and equipped to take risks, encourage experiment within the team, and make decisions in line with the Risk Management Framework.

Pain points/frustrations

- Uncertainty around some components of staff management and low confidence to have difficult conversations virtually.
- Finding effective ways of achieving cohesion in hybrid environment.
- The need for more time to build rapport with team.
- Unaware of how to support career development of employees working virtually.

Support required

- More guidance on managing staff and having difficult conversations.
- More training on how to drive social contact between teams including via video and face-to-face.
- Greater understanding and awareness of ways to engage virtual teams in brainstorming and knowledge sharing.
- Tools and support for mentoring and coaching.
- Support on how to practically build the desired culture in the team.

Useful resources

Alex uses the following resources for guidance and support to ensure staff are supported to work flexibly while meeting operational requirements:

- Manager Assist
- AskHR
- Flexible Work Policy and guidance
- Leadership programs
- REFLECTED model
- Risk Management Framework.

Alex will be able to engage with the initiatives of this People Strategy as they are rolled out to support better management upskill, leadership training, culture consultancy and wellbeing programs for staff.



WHAT WE HEARD FROM OUR WORKFORCE.

We asked **managers** what support they needed to manage a hybrid work environment, here is what they said...

“

Resources/support for managers to manage context switching and mental loads.

”

“

Support to understand the tools available and how to use them to our advantage.

”

“

Activities we can run to build trust, relationships and empathy when not co-located... to mirror some of what is built via in office interactions.

”

“

Support regular upskilling and reskilling of workers in rapidly evolving areas.

”

“

Training on how to manage teams virtually, and that soft skills and technical skills are both important.

”

“

Tools that enable real-time collaboration and brainstorming activities.

”



WHAT WE HEARD FROM OUR WORKFORCE.

We asked **employees** what support they needed to work in a hybrid work environment, here is what they said...

“

Taking time to understand how their staff prefer to communicate... receive feedback etc.

”

“

Understand individual working styles and motivations.

”

“

IT savviness - ensure all staff (and managers) can effectively use communication and work tools available. Support development/training if required.

”

“

Be open to new and innovative ways to collaborate with teams. Don't just stick to the usual face to face methods.

”

“

Managers/supervisors being themselves and connecting with their staff at a personal level.

”

“

Allow time (and create frequent opportunities) for teams to connect both socially and professionally.

”

“

Supporting professional development and interest in moving to a different team...

”

PILLAR:



INNOVATIVE MINDSET

Cultivate an innovative mindset to embrace experimentation, confidently engage with risk and adapt to the impact of emerging technology.

As the employer, we will...

Ensure our leaders can anticipate and prepare for changes and be able to respond quickly.

Foster a culture of lifelong learning and invest in the development of data and digital capabilities.

Have risk frameworks in place, support experimentation and embrace appropriate risk taking aligned to our outcomes.

As a manager, you are expected to...

Instill a culture of lifelong learning and knowledge sharing.

Lead your team to understand their obligations in dealing with data, digital and AI tools.

Anticipate and prepare for impact of innovation and change and align innovation activities to strategic objectives.

Understand the risk framework and encourage employees to positively engage with risk in alignment with our tolerance levels.

As an employee, you are expected to...

Look for appropriate opportunities to do things differently and be willing to embrace innovation and change.

Embrace opportunity to interact with transformation – data, digital and AI, and understand your obligations to uphold data integrity and support data governance.

Embrace lifelong learning and knowledge sharing.

Understand the risk framework and positively engage with risk in alignment with our tolerance levels.

What we have

- Sourcing and attraction strategies within patents, trade marks and information technology.
- Access to LXP learning and development suite of activities and training.

What we will deliver 2024–2027

- Develop and implement new Capability Framework.
- Promote targeted training and development for data and digital capability gaps, and artificial intelligence literacy programs.
- Promote training offering against new core capability framework.
- Create job design tools to assess impacts of artificial intelligence and support managers with integration of these tools into job design.
- Conduct an assessment of emerging technology and impact on jobs and work to stay at forefront of technological trends in public sector.

How we measure success

- Maintain or increase positive APS Employee Census results on innovation, adaptability and change management.
- Increase in % of participation in training programs across data, digital and artificial intelligence literacy (aligned to Data, Information and Analytics Strategy).
- Reduce skill gaps in core capabilities assessed through Group Operational Workforce Planning.

CORE CAPABILITIES at IP AUSTRALIA

IP Australia will align our new Capability Framework with the APS Integrated Leadership System (ILS) and expand on the following core capabilities that will support our workforce to be future-ready and deliver on the People Strategy pillars.

Integrated Leadership System capabilities

Strategic thinking

- Supports shared purpose
- Think strategically
- Harness information and opportunities
- Shows judgement, intelligence and commonsense.

Achieves results

- Identifies and uses resources wisely
- Applies and builds professional expertise
- Responds positively to change
- Takes responsibility for managing work projects to achieve results.

Supports productive working relationship

- Nurtures internal and external relationships
- Listens to, understands and recognises the needs of others
- Values individual differences and diversity
- Shares learning and supports others.

Displays personal drive and integrity

- Demonstrates service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Promotes and adopts a positive and balanced approach to work
- Demonstrates self-awareness and a commitment to personal development.

Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates confidently.

Plus IP Australia core capabilities

Everyone:

Innovative mindset

- Commits to lifelong learning
- Digital, data and AI literacy.

Manager specific:

Lead and manage effectively at IP Australia

- Leads to achieve optimal results in a hybrid and flexible work environment.
- Makes ethical decisions.
- Anticipates and manages wellbeing and psychosocial risks.
- Role models cultural competency.

PILLAR:



TALENT and DEVELOPMENT

Ensuring we have performance development, succession planning, and talent frameworks and tools tailored to a hybrid work environment.

As the employer, we will...

Ensure we have the capabilities for the Agency's future priorities by undertaking workforce planning and delivering people and workforce development strategies.

Support employees to broaden skills through mobility opportunities across the Agency and wider APS.

Invest in learning and development opportunities that are fit for our hybrid work environment to grow the skills and capabilities of our workforce.

As a manager, you are expected to...

Provide targeted learning and development opportunities, facilitate observational learning and invest in growing the skills we need now and into the future.

Support professional development and mobility opportunities.

Provide regular opportunities to discuss performance and role expectations with staff.

As an employee, you are expected to...

Seek out opportunities for professional development, building both a breadth and depth of experience and expertise.

Discuss performance and role expectations, set goals with your manager, and be open to receiving and providing feedback.

Actively manage your career by seeking out learning opportunities, committing to undertaking observational learning and broadening experience through new projects.

What we have

- Capability Framework embedded in Performance System, Operational Planning and Workforce Planning.
- +1 Technical Capabilities mapped to APS Job Families.
- Succession plans for critical roles.
- Workforce strategies and attraction strategies for specific talent areas, such as patents, trade marks and ITG.
- Professional development – e.g. Mentoring Program, Placement Program, Study Bank, Internships, Jawun Secondment.

What we will deliver 2024–2027

- Review and redesign the Performance Framework fit for driving performance, productivity and development in a hybrid and home-based working model.
- Establish career and learning and development pathways for the Talent Acquisition Programs as an entry level talent pipeline.
- Pilot intra-agency mobility program
- Establish a mentoring platform to connect peer to peer mentoring participants.
- Review Succession Planning Framework.
- Develop a talent management and mobility framework to mature our approach to managing talent segments and future career pathways, such as high performing employees.
- Deliver strategy to assess roles of the future to inform next People Strategy.

How we measure success

- Maintain or increase positive rates in APS Census questions on performance feedback and development.
- Increase promotion rates within IP Australia and the broader APS.
- Develop strong and capable leadership pipelines through succession planning and talent management.
- Maintain healthy retention rates of specific talent segments – set group targets in operational workforce planning.
- Percentage of the workforce identified as high potential and tracking of turnover, promotion rates and succession plans enacted.



ROLES FOR THE FUTURE

The future of work is dynamic. As more capabilities and skillsets are identified, new roles will also continue to emerge.

Based on research, the following roles that are anticipated to become increasingly significant in the global labour market:

- **AI and machine learning specialists** – as artificial intelligence and machine learning continue to shape industries, specialists in these fields will be in high demand to drive innovation, automation, and data-driven decision-making¹⁸.
- **Data analysts and data scientists** – the ability to interpret and leverage data for strategic purposes is critical. Data analysts and data scientists will play a pivotal role in extracting valuable insights from large datasets¹⁹. With the increasing importance of data in decision-making, IP data scientists will be needed to analyse large datasets to inform IP strategy and policy²⁰.
- **Cybersecurity analysts** – with the increasing reliance on digital systems, protecting against cyber threats is paramount. Cybersecurity analysts monitor and safeguard organizations' digital assets¹⁹.
- **Robotics technicians** – as robotics and automation become more prevalent, technicians skilled in designing, maintaining, and repairing robotic systems will be essential¹⁹.
- **Business intelligence analysts** – these professionals analyse data to inform business strategies and decision-making. Their insights drive organizational growth and efficiency¹⁸.
- **Flexible work facilitators** – to enhance the hybrid and home-based work experience for employees and enable seamless communication and collaboration²¹. This type of role will drive success with differing models of work such as distributed teams, cross-functional or tiger teams created for temporary projects, multigenerational teams, teams of first-time managers.

Potential of AI and automation

Impacts on Australia, global work and jobs by 2030

- Creation of 2.2 million new jobs.
- Increase in labour productivity by up to 14% on average across 21 countries, and by up to 26% in the most advanced economies.

AlphaBeta and CSIRO. (2020). *AI and the future of work in Australia*

Australian Government. (2019). *Artificial Intelligence: Australia's ethics framework*

Deloitte. (2019). *Building the lucky country #7: The path to prosperity*





18. [15 Jobs of the Future \(and the Skills You Need to Land Them Now\)](#)

19. [These 5 charts show the jobs of tomorrow and the skills you need...](#)

20. Australian Intellectual Property Report 2021 | IP Australia

21. [Top 10 Jobs of the Future - For 2030 And Beyond - The World Economic Forum](#)

PEOPLE STRATEGY ACTION PLAN

PILLARS	2024–25	2025–26	2026–27	
CULTURE OF CONNECTION, BELONGING and INTEGRITY 	<ul style="list-style-type: none"> Conduct psychosocial risk assessment and implement actions. 		<ul style="list-style-type: none"> Evaluate the Diversity and Inclusion Strategy. 	
	<ul style="list-style-type: none"> Create Employee Value Propositions for specific job segments for critical roles and diversity cohorts. 	<ul style="list-style-type: none"> Monitor ongoing wellbeing, connection and psychosocial risks. Build a cultural consultancy service offering. 		
	<ul style="list-style-type: none"> Implement the Diversity and Inclusion Strategy 	<ul style="list-style-type: none"> Implement the Diversity and Inclusion Strategy. 		
	<ul style="list-style-type: none"> Align and deliver the Agency's integrity cultural maturity objectives. 			
MANAGER CAPABILITY UPLIFT 	<ul style="list-style-type: none"> Deliver a comprehensive suite of policies, procedures and scenario-based training to support managers and employees to make informed workplace decisions. 	<ul style="list-style-type: none"> Deliver bespoke management training program for managing in a hybrid work environment to foster connection, communication, integrity, performance and growth in teams. 	<ul style="list-style-type: none"> Deliver a Future Leaders Development Program. 	
	<ul style="list-style-type: none"> Develop psychosocial risk manager toolkit, including job design frameworks. 	<ul style="list-style-type: none"> Deliver scenario-based toolkits and annual training for managers on performance development and feedback. 		
	<ul style="list-style-type: none"> Develop and conduct an annual manager competency and confidence survey. 	<ul style="list-style-type: none"> Develop group-specific management capability maturity model. Introduce assessment of management capability in recruitment of supervisory positions. 		
INNOVATIVE MINDSET 	<ul style="list-style-type: none"> Develop and implement new Capability Framework. 	<ul style="list-style-type: none"> Promote training offering against new core capability framework. 	<ul style="list-style-type: none"> Conduct an assessment of emerging technology and impact on jobs and work to stay at forefront of technological trends in the public sector. 	
	<ul style="list-style-type: none"> Promote targeted training and development for data and digital capability gaps, and artificial intelligence literacy programs. 	<ul style="list-style-type: none"> Create job design tools to assess impacts of artificial intelligence and support managers with integration of these tools into job design. 		
TALENT and DEVELOPMENT 	<ul style="list-style-type: none"> Review and redesign the Performance Framework fit for driving performance, productivity and development in a hybrid and home-based working model. 	<ul style="list-style-type: none"> Establish career, and learning and development pathways for the Talent Acquisition Programs as an entry level talent pipeline. Pilot intra-agency mobility program. 	<ul style="list-style-type: none"> Develop a talent management and mobility framework to mature our approach to managing talent segments, such as including high performing employees. 	
		<ul style="list-style-type: none"> Establish a mentoring platform to connect peer to peer mentoring participants. 	<ul style="list-style-type: none"> Deliver strategy to assess roles of the future to inform next People Strategy. 	
		<ul style="list-style-type: none"> Review Succession Planning Framework. 		



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