

Capability Framework

	<b>Agility and innovation</b>	<b>Customer centric</b>	<b>Data literacy</b>	<b>Engage with risk</b>	<b>People, network and self-leadership</b>
	Display agility in the form of adaptability and flexibility, question conventional approaches and generate new and innovative solutions. Start early, test first to see what works and fail small and quickly.	Maintain a focus on quality and efficient customer service to better meet customer needs now and into the future.	Ability to identify, locate, interpret and evaluate information and then communicate key insights effectively, supporting employees to make evidence-based, informed decisions.	Appropriately manage risk as an intrinsic part of day-to-day work to encourage a positive risk culture.	Motivate, support, guide and develop others. Develop, maintain and leverage a range of networks and promote supportive working relationships. Display self-awareness, change-readiness and resilience, and take responsibility for own development and continuous learning.
<b>SES</b>	<b>Promote and embody a culture of agility and innovation across the organisation</b>	<b>Promote and embody a culture of quality customer service</b>	<b>Promote and embody a culture of data literacy</b>	<b>Promote and create a culture of risk management</b>	<b>Promote and embody a culture of authentic leadership</b>
	1. Experiment with new innovative approaches; explore new ideas with an open mind within the team and the broader organisation with a "fail fast and learn" mind set.	1. Ensure management systems and business processes drive service delivery outcomes for government and industry.	1. Use data insights to extract the key issues from ambiguous and rapidly changing contexts to expertly support the resolution of issues and challenges across the	1. Promote the agency risk appetite, encouraging the use of ethical and evidence-based solutions.	1. Lead staff through change, displaying resilience and agility, empowering confidence in uncertainty, give opportunity for respectful genuine discussion and debate around critical issues.
	2. Look beyond the organisation's boundaries to achieve strategic outcomes.	2. Lead, negotiate and influence across government, including Ministers, industry and international partners, on standards of customer service and accessibility.	2. Interpret complex data to enable informed evidence-based organisational decisions that are based on valid data and draw sound, logical conclusions modelling behaviour to create a culture of data	2. Create an environment that encourages open communication that leads to IP Australia's target risk culture.	2. Mentor and develop staff, modelling and instilling APS values, professional behaviours and a willingness to hear and respond to feedback.
	3. Challenge the status quo to identify and create change initiatives to drive a high performing organisation.	3. Set overall performance standards for service delivery across the organisation and monitor compliance.	3. Promote and influence the application of frameworks that guide data use and the context in which data is used in all sectors.	3. Identify and determine the acceptable levels of risk appropriate to the organisations profile.	3. Create and cultivate strong network relationships across government, industry and with international partners to support business objectives and decision making.
	4. Recognise links between interconnected issues; weigh up options and consider innovative alternatives in identifying solutions.	4. Engage, negotiate and influence strategic issues related to government policy and provide expert advice.			
<b>EL2</b>	<b>Inspire and drive a culture of agility and innovation across the Organisation</b>	<b>Inspire and drive culture of quality customer service in the organisation</b>	<b>Inspire and drive a culture of data literacy</b>	<b>Inspire and drive a culture of risk management</b>	<b>Inspire and drive a culture of authentic leadership</b>
	1. Display innovative, creative and lateral thinking; introduce new and creative ideas to develop solutions.	1. Initiate and develop partnerships with customers to anticipate, define and evaluate service performance outcomes.	1. Lead the use of data systems and tools to support organisational goals and demonstrate a clear awareness and understanding of the frameworks and data	1. Anticipate the shifting environment and manage moderate risk.	1. Guide, mentor and develop staff, facilitating performance improvement conversations.
	2. Actively seek opportunities to utilise innovative products, trends and leverage technology to implement continuous improvement activities to benefit the organisation.	2. Ensure compliance with performance standards for service delivery, set within an area of expertise, to deliver quality customer service.	2. Seek clarification to validate potential options and understand the impacts and opportunities the solution will have on the business to ensure it aligns with the strategic direction.	2. Provide constructive feedback on risk management activities.	2. Promote the need for change and respond to complex challenges and changes with a high level of flexibility, resilience and persistence.
	3. Engage in high-level critical thinking to identify connections between highly complex issues and capitalise on innovative solutions.	3. Proactively ensure that the organisation's digital delivery systems, business processes, policies and programs within an area of expertise, align with customer expectations.	3. Possess the ability to analyse a range of information types and draw sound, logical conclusions that will support decision-making.	3. Empower people to make evidence-based risk decisions.	3. Promote a growth mind set and create psychological safety.
	4. Initiate and implement the development of innovative methods, practices and technology; manage and be accountable for the delivery of the benefit to the organisation and the community.	4. Influence and formulate the strategic direction and takes responsibility for the full range of customer service functions within an area of expertise.	4. Lead and drive change to improve data in line with technologies to deliver outcomes.	4. Promote an environment of open communication that leads to IP Australia's target risk culture.	4. Develop and strengthen new and existing relationships across business groups, government, industry and with international partners.
	5. Challenge the status quo, embrace and promote change initiatives, and harness new ideas to contribute to organisational goals.	5. Engage, negotiate and influence across government and industry including international partners, on standards of customer service and accessibility.	5. Ensure systems are maintained and improved to protect the privileged use and integrity of the data.	5. Allocate resources and lead the adoption of risk management policies, strategies and best practices.	5. Create a learning organisation by demonstrating strong self-awareness by actively seeking, reflecting and acting on feedback on own performance.
<b>EL1</b>	<b>Lead and empower a culture of agility and innovation</b>	<b>Lead and empower a culture of quality customer service</b>	<b>Lead and empower the appropriate use and creation of data</b>	<b>Lead and empower positive risk behaviour</b>	<b>Lead and empower authentic leadership behaviour</b>
	1. Independently or collaboratively develop new insights, solutions and recommendations for complex situations.	1. Actively engage internally and externally where relevant to improve outcomes for customers.	1. Effectively and appropriately obtain and use data to lead the team to meet business group outcomes.	1. Lead an environment where staff are empowered to have open communication about risk that leads to IP Australia's target risk culture.	1. Lead and develop the team through mentoring and guidance; recognise and reward achievements and behaviour.
	2. Regularly scan the horizon and undertake research and analysis where appropriate to anticipate and address issues, identify opportunities, innovative methods, trends, capabilities and products.	2. Actively engage with customers to ensure equitable access to services.	2. Demonstrate a clear understanding of IP Australia's frameworks that guide data use and the broader context in which data is managed in the APS.	2. Have a sound understanding of IP Australia's risk management framework to ensure that risks are defined, documented, communicated and managed.	2. Lead the team by building trust, encouraging conversations about change and challenging environments, and model behaviours including resilience, flexibility and persistence.
	3. Select the most effective solution for the benefit of the organisation and effectively communicate the benefits and risks to the decision-maker.	3. Monitor customer service and service delivery functions, including anticipating and identifying customer service needs, collecting evidence to inform decisions, and	3. Demonstrate the ability to plan, identify opportunities and understand how data can be improved to align with the strategic direction.	3. Understand and manage risks within span of influence, including those managed by staff.	3. Develop and strengthen new and existing relationships across the APS and IP Australia; represent IP Australia in various fora where appropriate.
	4. Lead the team to adapt and participate in change activities to contribute to business group outcomes.	4. Promote, lead and embed customer centric behaviours within a team environment.	4. Identify key stakeholders and understand how the data will be used to inform decision-making.	4. Provide and encourage an environment where risk-taking is supported within clear boundaries.	4. Cultivate and promote strong relationships to support business objectives and decision-making.
	5. Be accountable for behaviours consistent with embracing change and new ideas.		5. Ensure that systems are in place to protect the privileged use and integrity of the data.		5. Actively seek out feedback on own performance; respond proactively and make appropriate changes.
<b>APS6</b>	<b>Create and deliver outcomes using agile and innovative approaches</b>	<b>Create and deliver quality customer centric outcomes</b>	<b>Create and deliver, appropriately use data</b>	<b>Create and deliver positive risk behaviour</b>	<b>Create and deliver authentic leadership behaviour</b>
	1. Model adaptability and flexibility in changing circumstances and diverse situations.	1. Maintain relationships with key customers to enable quality service outcomes.	1. Assist with research and analysis relevant to business needs and make recommendations to support decision-making.	1. Collaborate with colleagues and stakeholders to improve the way that risk is managed.	1. Seek out feedback on own performance; respond proactively and make appropriate changes.
	2. Identify, capture and actively drive change activities, including supporting others to adapt to change and improve the broader team.	2. Manage activities and support the team to provide quality service outcomes.	2. Be aware of the type of data created and used in own work area and have a basic ability to use the data systems and tools available.	2. Provide active oversight of risks, explore alternatives and show personal courage.	2. Engage with the team to model behaviours including resilience, flexibility and persistence in changing and challenging environments.
	3. Collaboratively provide input into the development of solutions for complex situations; question conventional approaches when developing alternative solutions and make recommendations.	3. Respond to a broad range of service requests resolving complex issues with a solutions focus to meet customer needs	3. Ask questions to identify problems, and research the data to inform the audience of potential solutions.	3. Model a workplace where individuals and the team can take risks, accept failure, communicate openly and apply learnings.	3. Develop and strengthen new and existing relationships across the business; support business objectives and make recommendations.
	4. Strengthen the team's innovative problem solving through collaboration, consultation and inclusion.	4. Work collaboratively across business groups to negotiate and manage service activities, achieving the best result for customers.	4. Adapt information in the appropriate medium, and then communicate and deliver data to the target audience.	4. Identify risk information critical to making an informed decision.	4. Take responsibility for identifying development needs of your own staff through authentic performance conversations.
	5. Demonstrate behaviours consistent with embracing change and new ideas; model and support staff to fail fast and apply learnings.	5. Contribute to the development and evaluation of service standards. Apply these standards to resolve or escalate issues and give technical briefings to staff members and customers.	5. Manage resources in line with quality measures and align with performance expectations.	5. Manage tolerable risk and escalate as required.	5. Hold yourself and others to account when behavioural expectations are not met.
<b>APS5</b>	<b>Develop and contribute to outcomes using an agile and innovative approach</b>	<b>Develop and contribute to quality customer centric outcomes</b>	<b>Develop and contribute to appropriate use and creation of data</b>	<b>Develop and contribute to positive risk behaviour</b>	<b>Develop and contribute to authentic leadership behaviour</b>
	1. Display adaptability and flexibility in changing circumstances and diverse situations.	1. Liaise with and provide advice and recommendations in area of expertise to a wide variety of customers.	1. Ensure the data needed to make sound decisions is appropriately sourced and documented.	1. Show an awareness of risk management and understand risks involved with role.	1. Develop and understand principles of performance management to effectively manage own and staff performance.
	2. Question conventional approaches in the process of developing and applying alternative solutions.	2. Contribute to quality service outcomes through demonstrating a thorough knowledge of the services.	2. Contribute to the development of data and information.	2. Consider risk when creating solutions and show personal courage.	2. Model behaviours consistent with flexibility and adaptability in the face of challenging and changes in our work environment.
	3. Research and suggest innovative improvements to team and individual tasks, processes and procedures, looking for better ways to achieve the desired outcome.	3. Work collaboratively to achieve the best result for customers.	3. Contribute to the generation of new ideas using available data and information.	3. Demonstrate own risk management capability in line with risk framework.	3. Develop networks through new and existing relationships across the business.
	4. Contribute to the team's innovative problem solving through collaboration, inclusion and the sharing of information.	4. Respond to a broad range of service requests contributing to resolving complex issues with a solution focus to meet customer needs.	4. Understand the frameworks that guide data use and the context in which data is used in the APS.	4. Identify complex issues and consult appropriately with peers and managers.	4. Recognise own limitations in understanding an issue and undertake further development.
			5. Understand the type of data created and used in the work area and have the ability to use the data systems and tools available.		5. Respond proactively to feedback and look for opportunities to extend knowledge, skills and experience.
<b>APS4</b>	<b>Learn and apply an innovative and agile approach</b>	<b>Learn and apply a customer centric focus to deliver outcomes</b>	<b>Learn and apply the appropriate use of data</b>	<b>Learn and apply positive risk behaviour</b>	<b>Learn and apply authentic leadership behaviour</b>
	1. Display adaptability and flexibility in changing circumstances.	1. Provide relevant information, including services available to a wide variety of customers.	1. Show judgement, intelligence and common sense in locating the data required to support sound decision-making.	1. Show an awareness and understanding of risk management.	1. Value individual differences and diversity and demonstrate professionalism and adhere to the APS Code of Conduct.
	2. Understand individual tasks, processes and procedures and suggest improvements where possible.	2. Understand and respond to customer needs, assisting to resolve issues within agreed timeframes.	2. Support the development of data and information.	2. Contribute within the team to try new ways of doing something and understand that it may not always be right.	2. Understand, be flexible and adapt to new situations and changes in the work environment.
	3. Contribute to the team's problem solving by collaborating and questioning/challenging the 'why'.	3. Action and respond to a broad range of service requests, by acting as a routine contact point, escalating where appropriate.	3. Have an awareness of the frameworks that guide data use and the context in which data is used in the APS.	3. Share information relating to risk.	3. Understand the importance of building networks and seek to do so.
	4. Take responsibility for managing own work program to achieve results; commit to action.	4. Engage professionally with customers.	4. Understand the type of data used in the work area and suggest improvements where possible.		4. Respond proactively to feedback and be willing to develop and apply new skills.
			5. Have the ability to use the data systems and tools available.		5. Take responsibility for identifying own development needs.