



Thank you for considering IP Australia as your next career move. Our purpose is to enable Australians to benefit from great ideas by providing a world-leading intellectual property (IP) system. Trade, investment and commercialisation all depend on an innovation ecosystem that is modern, effective and efficient and this ensures Australian industry is resilient and internationally competitive.

Innovation and a commitment to customer service excellence underpin our operations. We harness data and technology (including AI), to continually improve the quality and effectiveness of our products and services. We are committed to adaptation, embracing change and finding new ways to meet the current and future needs of the IP system – including through our in-house innovation lab, IPA Ventures. This requires a culture of curiosity, and openness to feedback.

Our people are our greatest asset. We're a high-performing agency, invested in building staff capability, creating career pathways and shaping a positive and inclusive culture, where everyone

belongs. To ensure we attract the best and brightest minds, careers at IP Australia provide challenging opportunities to develop leadership and management skills, contributing to our position as leaders of IP rights administration in the region.

Our People Strategy and Diversity and Inclusion Strategy guide these commitments and set clear expectations for managers and employees, reinforcing the values and expected behaviours of all staff.

We recognise the benefits to individuals and teams of balancing work with everything else in life. We have a genuinely hybrid workplace and with this embedded flexibility, we

deliver a more agile and inclusive environment that attracts and retains the best talent and supports wellbeing.

I'm extremely proud of the vibrant and inclusive culture we have built, and the range of networks that support our people to thrive in the workplace. The work we do at IP Australia makes a difference. It directly benefits Australia's economic prosperity by rewarding creativity, promoting investment and encouraging technological advancement.

I hope you'll join us!

Michael Schwager  
Director-General  
IP Australia





## Message from the Director General

*Text version of the picture on the front page*

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# Candidate Kit

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<b>Position Title:</b>	Senior Advisor - Performance
<b>Classification:</b>	APS Level 6
<b>Employment status:</b>	Ongoing
<b>Number of vacancies:</b>	One
<b>Employment type:</b>	Full-time
<b>Salary:</b>	\$95,395 – \$108,365 + 15.4% employer super contribution (pro-rated for part-time)
<b>Section:</b>	People Support
<b>Group:</b>	Finance and People Services
<b>Location:</b>	Flexible location - IP Australia employees can work from anywhere in Australia, providing they can maintain a safe and productive working environment. We have offices in Canberra (Ngunnawal Country) and Melbourne (Naarm), and a shared hub in Sydney (Gadigal Country). Employees close to these locations can maintain a hybrid approach of working in the office and from home.
<b>Security Classification:</b>	BASELINE
<b>Contact officer</b>	Carissa Pickering 02 6283 3113 carissa.pickering@ipaustralia.gov.au

## Group Responsibilities

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The Finance and People Services Group (FPSG) supports IP Australia, on behalf of the IP Australia Executive, across a broad range of corporate services including finance, human resources and property services. Led by the General Manager and Chief Financial Officer, FPSG consists of three offices –

- Financial Management Office – Oversees IP Australia's financial reporting, budgeting, financial transactions processing and cost recovery functions.
- People Services Office – Oversees all HR functions including recruitment, HR policy, workplace relations, workforce planning and reporting, case management, work health and safety management, people development and diversity and inclusion.
- Business Services Office – Oversees property and corporate systems.

## Section Responsibilities

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The People Support team plays a critical role in supporting IP Australia's commitment to developing an inclusive, high-performing, and values driven workforce. The team provides a broad range of services across employee support, capability development, and diversity and inclusion.

The **Case Management** team sits within this function and focuses on managing performance and conduct matters across the agency. The team partners closely with business areas to provide tailored support and advice throughout the employee lifecycle.

## Our Opportunity

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As an APS Level 6 Senior Advisor Performance, you will have a unique opportunity to contribute to end-to-end performance management across the agency, moving beyond individual case management to support a mature, consistent and high-performing performance culture.

In addition to managing underperformance and behavioural matters where required, the APS Level 6 Senior Advisor Performance will play a key role in:

- Supporting the full performance lifecycle, including probation management, underperformance management, our PERFORM framework including end-cycle reviews, and the early identification of performance risks
- Providing administrative oversight and quality assurance of all probation and underperformance processes, including auditing documentation, monitoring timeframes, record-keeping, and supporting managers to meet procedural and legislative requirements
- Coaching and enabling managers to confidently lead performance conversations, set clear expectations, monitor underperformance processes, and recognise and reinforce high performance

- Designing and delivering training sessions, presentations and guidance material to uplift manager capability in performance management, including practical tools and conversation frameworks, as well as workplace behaviour training for all staff
- Supporting the implementation, communication, and continuous improvement of the agency's PERFORM Performance Framework, including contributing to associated policies, procedures and guidance material
- Facilitating clear, consistent communications to leaders and employees regarding performance expectations, processes and responsibilities
- Working collaboratively with People Support to support health related matters, escalated underperformance, complaints or conduct matters where required, ensuring a seamless and proportionate approach.

This role provides exposure to both strategic performance uplift and complex underperformance case work, offering a broad and influential scope within the People Support function.

We are looking to fill this position on an ongoing basis. At the end of the recruitment process, a merit pool of suitable candidates may be created. Those found suitable will be advised that they have been placed in the pool. The merit pool is valid for 18 months from the date the process was advertised. The merit pool may be used throughout the period to fill similar positions in an ongoing or non-ongoing basis in the event positions become vacant.

## Job specific capabilities

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To be successful in this role, you will bring the following capabilities:

- Demonstrated experience supporting and managing the full end-to-end performance lifecycle, including probation, expectation-setting, ongoing monitoring, recognition of high performance, and addressing underperformance in a public sector or complex organisational environment
- Strong capability in coaching managers to lead effective performance conversations, apply performance frameworks confidently, and take timely, proportionate action to support accountability, development and wellbeing
- Experience providing administrative oversight, auditing and guidance in relation to all performance processes, including ensuring documentation quality and record-keeping, compliance with legislative and policy requirements, and timely decision-making
- Ability to contribute to the development, review and implementation of performance frameworks, policies and procedures, and to identify opportunities for system and process improvement
- Demonstrated experience designing and delivering training, presentations or information sessions for leaders and managers, translating policy and frameworks into practical, accessible guidance
- Sound understanding of the *Public Service Act 1999*, APSC guidance and enterprise agreement provisions relating to performance, probation and conduct, with the ability to interpret and apply IP Australia-specific guidance
- High-level written and verbal communication skills, including drafting clear, structured documentation such as underperformance plans, probation correspondence, guidance material and scorecard reporting
- Ability to assess performance matters holistically, identify patterns, risks and root causes, and provide balanced, evidence-based advice aligned to agency expectations and APS values
- Proven ability to build trusted relationships, influence manager behaviour, and navigate sensitive discussions with professionalism and credibility
- Experience maintaining accurate, confidential records across performance, probation and conduct matters in accordance with legislative, policy and recordkeeping requirements
- Ability to manage competing priorities, adapt to emerging issues, and exercise sound judgement, discretion and confidentiality in a high-trust environment.

It is expected that all IP Australia employees:

- demonstrate attitudes and behaviours responsive to workplace change (including participate in and encourage others to participate in change and contribute to successful outcomes)
- improve organisational performance through effective engagement with and management of risk within relevant sphere of influence
- establish clear expectations and create an environment to achieve stated goals and objectives, take ownership and honour commitments
- uphold and maintain the APS Values and Code of Conduct
- maintain an understanding of their/worker responsibilities under the *Work Health & Safety Act 2011* (WHS Act) and a commitment to promoting a healthy and safe workplace.

Relevant qualifications in Human Resources and experience working in case management across the APS are highly desirable.

Applicants are encouraged to refer to the attached Capability Framework documentation which outlines agency wide behavioural descriptors for the five core capabilities at this classification.

## Eligibility requirements for employment at IP Australia

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Under section 22(8) of the *Public Service Act 1999*, employees must be Australian citizens to be employed in the Australian Public Service (APS).

All applicants offered employment will be required to successfully undergo a pre-engagement screening check, even if they have a security clearance. The screening check involves reviewing your background & personal circumstances to minimise risks in giving access to IP Australia information/resources. This screening check is conducted in accordance with the Australian Government Protective Security Policy Framework requirements.

Some applicants may be able to obtain and maintain a security clearance at a specified clearance level – please check the vacancy information section for security clearance requirements.

The successful applicant must be willing to disclose all relevant and required information.

## How to apply

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Applications must be submitted through IP Australia's online recruitment system, IP Hire. If you have difficulties using IP Hire, please contact the Recruitment Solutions team on 02 6283 2567.

To apply for this vacancy, you are asked to complete the online application form which includes submitting:

- A one-page statement (max 750 words) outlining how your skills, knowledge, and experience make you the right person for the role. You should include details of relevant achievements/examples that demonstrate your suitability.
- A current CV detailing recent employment history which is relevant to the advertised position.
- The name and contact details of two referees.

Most of the communication you'll receive about this process will be via email so please take this into consideration when submitting your application. For example, it is best not to use a work email if you are going on leave as we cannot change the process to accommodate the non-receipt of emails.

## How you will be assessed

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IP Australia use competitive merit-based recruitment processes. Candidates will be assessed against the job specific capabilities and duties, so it is important you frame your response around these.

IP Australia has its own capability framework that provides clarity and consistency for a professional and highly competent workforce, now and into the future. There are five core capabilities, relevant to each classification, and a +1 technical capability which varies depending on the role.

IP Australia uses a range of assessment methods which may include application and resume assessment, interview and/or written assessment and/or psychometric assessment and the collection of a referee report/s.

## Diversity and inclusion

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We celebrate and champion diversity to ensure we reflect the community we serve, and pride ourselves on our inclusive culture. We welcome applications from Aboriginal and Torres Strait Islander peoples, people of all genders, people with disability, people from culturally and linguistically diverse backgrounds, those who identify as LGBTQIA+, mature aged employees and carers.

## **Reasonable adjustments**

We want you to be able to shine in the assessment process so if you require any personalised adjustments to assist you to participate fully in this recruitment process, please indicate this in your application form (or by contacting the Recruitment Solutions Team).

A member of either the Recruitment Solutions Team or the Selection Panel will contact you to discuss your needs. All reasonable requests for adjustments will be facilitated if possible. Personalised adjustments are also available to employees who commence with IP Australia to assist them to perform the duties of their role to the best of their ability.

Any information provided is private and confidential and will only be used to provide accommodations and will in no way determine the outcome of an application.

## **RecruitAbility**

The [RecruitAbility scheme](#) has been applied to this vacancy. RecruitAbility is a scheme which aims to attract and develop applicants with disability.

Applicants with disability who opt into the scheme; declare they have disability; and meet the minimum inherent requirements of the vacancy will be advanced to a later stage in the selection process. Merit remains the basis for engagement and promotion.



## **About IP Australia**

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IP Australia is the Australian Government agency responsible for administering Australia's intellectual property (IP) rights system, specifically patents, trademarks, designs, and plant breeder's rights. IP Australia also undertakes programs to educate and promote an awareness of IP, provides IP policy input to Government, develops legislation to support the IP system and contributes to bilateral and multilateral negotiations to improve IP protection internationally.

Australia's IP rights system supports innovation, investment, and international competitiveness. IP investment in Australia is valued at about 40 billion dollars.

We are an Australian Government agency with a passion for bright ideas, offering a great work-life balance, flexible working arrangements and rewarding career paths in the IP industry and/or Australian Public Service.

IP Australia embraces flexibility, including hours and location. Most of our roles can be done from anywhere in Australia, as long as you have reliable internet connection and an appropriate office set-up. We have offices in Canberra (Ngunnawal Country) and Melbourne (Naarm) for employees who are located within a reasonable distance to the office and most employees work a mixture of days in the office and days from home. Employees who are not located near an office, work completely remotely.

# Live Work Achieve

IP AUSTRALIA - TOGETHER WE CAN.

- FLEXIBILITY**  
Maintain a balanced lifestyle.
- PRIDE IN THE WORK WE DO**  
Contribute to high quality outcomes every day.
- A SENSE OF BELONGING**  
Enjoy a sense of belonging and purpose, rich with diversity.
- PROFESSIONALISM**  
Use your expertise in a rewarding and fulfilling environment.
- INTERNATIONAL REPUTATION**  
Work with world leaders in intellectual property.
- THE AUSTRALIAN PUBLIC SERVICE**  
Experience all the advantages of the APS, with the size and agility of enterprise.

## Working in the APS

Australian Public Service (APS) [Values](#) guide us through our working lives, setting expectations for shared behaviour that keep our workplace harmonious and productive. The values are also a promise to the people of Australia that we can be trusted to act with integrity, in their service and in accordance with the Public Service [Code of Conduct](#).

You can find out more about the APS's Employee Value Proposition here: [Work with us | APS jobs](#)



## CAPABILITY FRAMEWORK - RELEVANT TO APS 6



### Agility and innovation – create and deliver outcomes using agile and innovative approaches

- Model adaptability and flexibility in changing circumstances and diverse situations.
- Identify, capture and actively drive change activities, including supporting others to adapt to change and improve the broader team.
- Collaboratively provide input into the development of solutions for complex situations; question conventional approaches when developing alternative solutions and make recommendations.
- Strengthen the team's innovative problem solving through collaboration, consultation and inclusion.
- Demonstrate behaviours consistent with embracing change and new ideas; model and support staff to fail fast and apply learnings.



### Customer centric – create and deliver quality customer centric outcomes

- Maintain relationships with key customers to enable quality service outcomes.
- Manage activities and support the team to provide quality service outcomes.
- Respond to a broad range of service requests resolving complex issues with a solutions focus to meet customer needs.
- Work collaboratively across business groups to negotiate and manage service activities, achieving the best result for customers.
- 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.



### Data literacy – create and deliver, appropriately use data

- Assist with research and analysis relevant to business needs and make recommendations to support decision-making.
- 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.
- Ask questions to identify problems, and research the data to inform the audience of potential solutions.
- Adapt information in the appropriate medium, and then communicate and deliver data to the target audience.
- Manage resources in line with quality measures and align with performance expectations.



### Engages with risk – create and deliver positive risk behaviour

- Collaborate with colleagues and stakeholders to improve the way that risk is managed.
- Provide active oversight of risks, explore alternatives and show personal courage.
- Model a workplace where individuals and the team can take risks, accept failure, communicate openly and apply learnings.
- Identify risk information critical to making an informed decision.
- Manage tolerable risk and escalate as required.



### People, network and self-leadership – create and deliver authentic leadership behaviour

- Seek out feedback on own performance; respond proactively and make appropriate changes.
- Engage with the team to model behaviours including resilience, flexibility and persistence in changing and challenging environments.
- Develop and strengthen new and existing relationships across the business; support business objectives and make recommendations.
- Take responsibility for identifying development needs of your own staff through authentic performance conversations.
- Hold yourself and others to account when behavioural expectations are not met.



### Job Specific Technical Capabilities

- Researches, maintains knowledge of, interprets and applies relevant legislation.
- Provides advice and interpretation within technical or specialist area.
- Applies comprehensive knowledge of the technical field to address complex matters and/or undertake thorough analyses.
- Uses current methods or tools to explore and resolve complex issues.
- Finds and shares new ways to analyse and present information.
- Shares specialised knowledge and experience with others and assists others to develop technical skills and locate relevant information.