



Australian Government
IP Australia

2025 APS Employee Census IP Australia Action Plan



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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.

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RESULTS OVERVIEW

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

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

We're proud that **goal clarity**, **flexible work arrangements** and **inclusivity** are amongst our highest results. This reflects our inclusive workplace culture and a workforce that understands its important role in achieving outcomes for the Australian public.

Key areas of strength compared to the APS and where we have also gained on past results include:

- reduction of red tape
- effective technology
- risk management.

Our achievements

This year we achieved an agency response rate of 91%, our highest to date.

We continue to track above or close to the APS average across the 6 indices and are particularly proud of achieving 80 for Immediate Supervisor Leadership.

Index	Our score	APS average
Employee Engagement	76	75
Immediate Supervisor Leadership	80	77
SES Manager Leadership	70	71
Communication	73	70
Enabling Innovation	72	68
Wellbeing Policies & Support	77	72

Key drivers for 2025

Our action plan continues to focus on the same key drivers identified in 2024, which data shows have an impact on improving **commitment and loyalty, engagement**, and **satisfaction**:

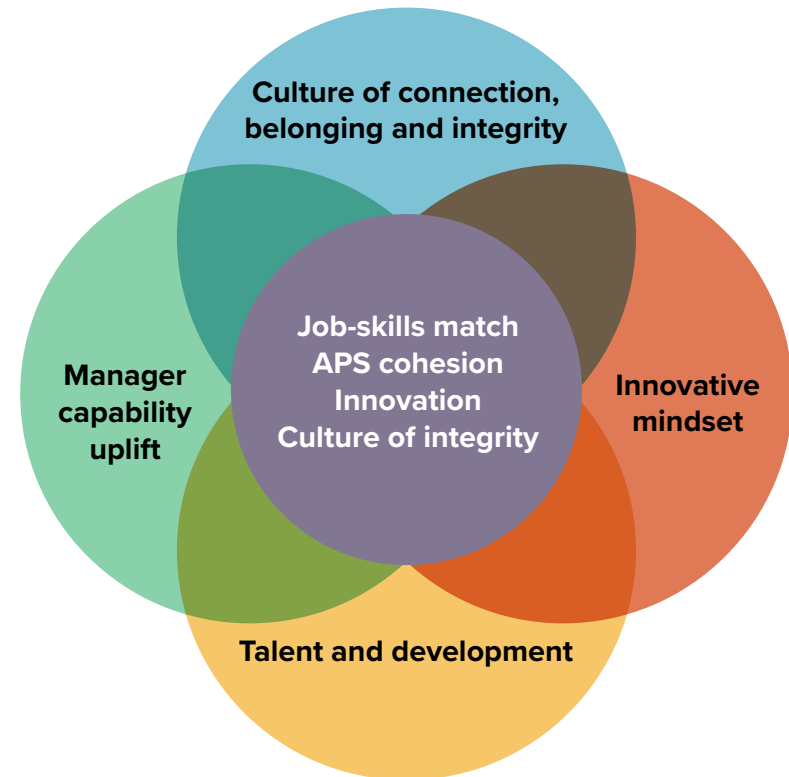
- job-skills match
- APS cohesion
- innovation
- culture of integrity.

Agency and Group action planning

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 of them.

Our [People Strategy](#) outlines several initiatives that align to our APS Employee Census priorities and can be read along with this document.

Alignment of People Strategy initiatives and Census areas of focus



Area of focus	2025-26 Agency initiatives	Our expectations of leaders and staff	Success looks like
Job-skills match Job skills match is statistically linked to our engagement and satisfaction rates <i>We aim to support staff to use and grow their unique skills that contribute to the current and future priorities of the agency.</i>	- Implement new Performance Framework to support staff growth, foster meaningful conversations, and enable performance in a flexible and evolving workplace. - Implement new Capability Framework to guide staff development planning.	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 to job-skills match and performance feedback and development.
APS cohesion APS cohesion is statistically linked to our engagement and commitment/loyalty rates. <i>We aim to strengthen our people's connection with the purpose, direction, and achievements of the APS</i>	- Continue to connect with other APS agencies to increase awareness of diverse APS STEM careers and their contribution to the APS. - Continue engagement in APS Professional Streams and recruitment programs. - Continue to implement the Diversity and Inclusion 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	2025-26 Agency initiatives	Our expectations of leaders and staff	Success looks like
Innovation Innovation is statistically linked to our engagement rates. <i>We aim to foster an innovative mindset to adopt experimentation, positively engage with risk, and adjust to the impact of emerging technology.</i>	- Develop a new Information and Communication Technology (ICT) Strategy. The new ICT Strategy will enable innovation and data-driven decision-making, align with emerging technologies and leverage AI and automation to improve our delivery. - Continue AI capability building through work of the People + Technology + Efficiency Program. - Continue to draw on our Innovation Framework to support innovation efforts and embed innovation in our governance and operational practices. - Foster innovative mindset capability through implementation of the new Capability Framework. - Continue to implement our People Strategy 2024–2027 including training and development for data and digital capabilities, and AI literacy programs.	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 AI transformation. Managers and staff understand their obligations in dealing with data, digital and AI 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.

Area of focus	2025-26 Agency initiatives	Our expectations of leaders and staff	Success looks like
Culture of integrity Culture of integrity is statistically linked to our commitment/loyalty and satisfaction rates. <i>We aim for high standards of professionalism - in what we do and how we do it. It is about acting ethically and respectfully towards each other by making fair, honest and effective decisions.</i>	- Embed a pro-integrity culture through employee reflection and commitment in new Performance Framework. - Promote 'speak up culture' including APS Academy training resources. - Pilot cultural diagnostic survey to better understand behaviors and norms within areas of our organisation.	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
Group action plans	All IP Australia's Groups have developed targeted 2025-26 Group Action Plans that are regularly monitored and reviewed.	Managers and staff discuss the APS Employee Census results, celebrate areas of strength and positive staff experiences, 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.



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