Australian Government

IP Australia

2023 APS Employee Census
IP Australia Action Plan

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

RESULTS OVERVIEW

We've recognised our **strengths** in 6 key areas:[1]

- flexible work arrangements
- support for health and wellbeing
- internal communication
- reduction of red tape
- effective technology
- risk management.

We **monitor**, **measure** and **benchmark** our results against:
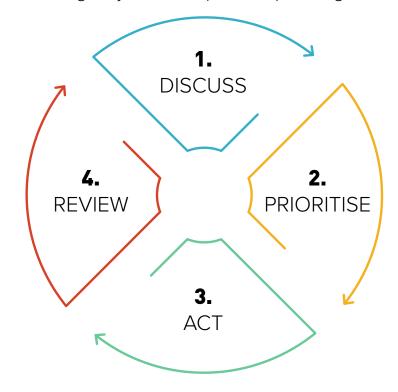
- the wider APS community
- similar-sized APS agencies
- our previous Census results.

Key drivers for 2023

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

- intrinsic reward
- innovation
- inclusivity
- APS cohesion.

1. Comparative to APS-wide results

Agency and Group action planning

Area of focus	Goal	Agency initiatives	Expectations of leaders and staff
APS cohesion	Strengthen our people's connection with the purpose, direction, and achievements of the APS.	• Showcase **APS science, technology, engineering and mathematics (STEM) careers** by hosting guest speaker events. • **Leverage connections** with other APS agencies to increase awareness of diverse APS STEM careers and their contribution to the APS. • Conduct a Senior Executive Service (SES) Leadership Series about the **APS careers of our SES team** and how their APS connections help them perform their roles.	• **SES** and **managers** will support staff mobility to and from IP Australia, and engagement with APS Professional Streams. • Where appropriate, **staff** will make relevant connections in other government agencies and private enterprise for consultation and knowledge sharing.
Innovation	Foster innovation and creativity, encourage new ideas to improve services, products and processes.	• Promote our Innovation Community to build awareness, **innovation capability and collaboration** across IP Australia. • Evaluate our participation in cross-agency events and continue to use **innovative ways to connect** with existing and potential customers across sectors.	• **Staff** will seek out new ways to improve work practices, as individuals and in teams. • **SES** and **managers** will encourage staff to initiate new or better ways of doing things. • **SES** and **managers** will recognise and celebrate staff for initiating new or better ways of working and acknowledge failure as a part of innovation. • **Hiring managers** will consider diversity of skills and experience to bring different perspectives to ways of working.
Intrinsic reward	Drive a culture of intrinsic reward where employees reflect on personal achievement, professional growth, sense of accomplishment and their contribution to the vision and purpose of IP Australia.	• Continue to foster professional growth through participation in mentoring programs, such as Australian Business and Community (ABCN) Mentoring. • Offer high performing Executive staff an opportunity to participate in the **Executive Shadowing** learning experience program. • Introduced **new award categories** to recognise excellence in our Examination teams.	• **SES** and **managers** will encourage internal and external mentoring relationships between staff. • **Managers** will provide performance feedback that instils confidence and supports staff to reflect on their achievements and growth. • **SES**, **managers** and **staff** will recognise and celebrate colleagues' achievements according to our Reward and Recognition Policy.

Area of focus	Goal	Agency initiatives	Expectations of leaders and staff
Inclusivity	Demonstrate visible leadership in relation to the agency's diversity and inclusion goals. Create an environment that values innovation, diversity of thought and wellbeing.	• The New Diversity and Inclusion Strategy, **"From inclusion to belonging"**, supports our goal to become a workplace where everyone feels they belong. • Measure our progress towards belonging using an **inclusion maturity matrix** for each business area, our **annual diversity and inclusion survey** and by benchmarking APS Census results. • Analyse and present the **APS Census results** to each Diversity and Inclusion Steering Committee for diversity cohorts.	• **SES**, **managers** and **staff** will actively contribute to an inclusive, safe and respectful work environment. • **Hiring managers** will participate in *Recruitment Panel Member* training and adopt inclusive recruitment practices. • **Managers** will promote *Cultural Competency* training and encourage staff participation.
Integrity and Positive Culture	Foster a positive culture where our people feel safe and happy in their work environment. *We continue to decrease rates of inappropriate behaviours reported in the APS Census (bullying and harassment, discrimination, and corruption).*	• **Promote appropriate workplace behaviour, integrity and positive culture.** Our learning platform includes training modules which define appropriate behaviours and educate our teams on how to address inappropriate behaviours. • HR will promote the tools and resources available to help staff manage incidences of inappropriate workplace behaviour, and ensure people are aware of the **support** available. • Participate in the **People at Work survey** to help us better understand and act on **psychosocial hazards** and factors in our workplace, including **workplace bullying**. • Promote the **REFLECTED model** (a decision making and communication tool) to IP Australia's leadership cohort.	• **SES** and **managers** will use available tools and resources to confidently manage incidences of inappropriate workplace behaviour. • **SES** and **managers** will communicate to their teams their non-acceptance of inappropriate behaviours. • **SES** and **managers** will ensure all recruitment processes are conducted according to the Recruitment Policy and REFLECTED model to eliminate nepotism and cronyism. • **Staff** will participate in Appropriate Workplace Behaviour training.
Business Group action plans	IP Australia's Census results are varied, and areas of opportunity differ across our business groups. We undertake extensive analysis of results at the Group level to understand what local action will be most impactful to each Group.	• All IP Australia's Groups have developed targeted **Group Action Plans** that are regularly monitored and reviewed.	• **General Managers** and **Leadership cohorts** will celebrate areas of strength and positive staff experiences reflected in the APS Census results. • **General Managers** and **Leadership cohorts** will discuss results and views with their teams and demonstrate a visible and tangible commitment to improving areas of opportunity. • **Staff** to discuss Census results and action plans.