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## Past APS employee census results

Highlights report and action plan for past ATO employee census, including links to data.

### 2024 ATO census highlight report



Highlights of the ATO's 2024 employee census results.

### ATO 2024 employee census action plan



A summary of the key findings of the 2024 employee census and how we're addressing them.

### APS employee census 2023 highlights report



Highlights of the ATO's 2023 employee census results.

### ATO 2023 employee census action plan



A summary of the key findings of the 2023 employee census and how we planned to address them.

# ATO 2024 employee census action plan

A summary of the key findings of the 2024 employee census and how we're addressing them.

**Published** 25 November 2024

## What we achieved last year

Our themes last year assisted us to have targeted actions and progress. You can see our 2023 action plan on our website.

Our wellbeing index has shown steady progress, increasing by 3% on 2023 and sitting 3% above the APS average. We continue to invest in this space after delivering targeted wellbeing toolkits to improve manager awareness of the psychosocial framework, as well as an SES Masterclass.

In relation to our workgroup having the tools and resources to perform, we improved from 2023 by 3 percentage points to 67%. We delivered our new Enterprise Knowledge Management System and a new employee intranet.

We implemented several initiatives to support SES. This included the Immersion Program for SES to see frontline operations and continuing to focus on performance leadership following implementation of the APS SES Performance Framework.

## What we're doing well

Our 2024 ATO Census results reflect an improvement compared to last year, with all indices equal to or higher than the APS and comparable agencies.

Our engagement index score has risen to 75%. Our people are proud to work for the ATO, believe in its purpose and objectives, and 94% see how their role contributes to achieving outcomes for the Australian public.

82% of employees would recommend the ATO as a good place to work, a response higher than the APS and large agencies. Our people also

told us that they are more satisfied with their employment conditions compared to last year and to the APS, with significantly more of our staff utilising flexible working arrangements when compared to the APS and other large agencies.

Our culture supports integrity and ethical behaviour – 93% of employees believe the ATO actively encourages ethical behaviour and 84% believe the culture in the ATO supports people to act with integrity.

Wellbeing results have improved significantly, reflecting the ATO's continued investment in wellbeing initiatives. 75% of employees think the ATO does a good job of promoting health and wellbeing.

We are proud of the progress we have made and strive to build on this momentum in our 2024 ATO census action plan.

You can download the [ATO 2024 census action plan \(PDF, 128KB\)](#) .

## **What we want to work on**

### **Manager capability**

We want to enhance the capability of our middle managers in supporting team performance and development.

What we will do:

- Develop manager training programs that are tailored to the level of experience of managers, supported by a new framework to build middle manager capability.
- Build the capability of managers in having and recording effective performance and development discussions with staff to help them perform, grow and thrive.

### **Mobility and career pathways**

We want our people to have opportunities for continued career development in the ATO.

What we will do:

- Enhance our mobility culture through internal talent retention initiatives and updates to our mobility processes to support career pathways.

- Enhance our learning catalogue to make it easier for staff to access relevant learning options that support their career development and mobility pathways.

## Wellbeing

We want to continue to build on our achievements and prioritise employee wellbeing.

What we will do:

- Build on the success of our Thriving Minds 2021–24 (mental health) Strategy and finalise the next iteration of the strategy that further matures our thriving workplace
- Develop a new set of actions and initiatives for wellbeing and mental health that supports leaders and staff to translate the Thriving Minds strategy into practical workplace actions.

## Technology

We want to continue our focus on ensuring our people have the technology they need to do their job.

What we will do:

- Complete analysis of staff feedback on their experience using our IT systems to identify opportunities to inform further technology enhancements.
- Refine and deliver our Employee Technology Experience Vision to support the ATO with a clear pathway for our technology experiences.

QC 103407

# APS employee census 2023 highlights report

Highlights of the ATO's 2023 employee census results.

**Published** 3 December 2024

## **Employee engagement 2023**



Highlights of the ATO's 2023 employee census results on employee engagement: say, stay, strive.

## **Leadership 2023**



Highlights of the ATO's 2023 employee census results on leadership.

## **Communication and change 2023**



Highlights of the ATO's 2023 employee census results on communication and change.

## **Workplace conditions 2023**



Highlights of the ATO's 2023 employee census results on workplace conditions.

## **Inclusion and flexible working 2023**



Highlights of the ATO's 2023 employee census results on inclusion and flexible working.

## **Enabling innovation 2023**



Highlights of the ATO's 2023 employee census results on enabling innovation.

## **Wellbeing 2023**



Highlights of the ATO's 2023 employee census results on wellbeing.

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### **Performance 2023**



Highlights of the ATO's 2023 employee census results on performance.

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### **Retention 2023**



Highlights of the ATO's 2023 employee census results on retention.

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### **Unacceptable behaviour 2023**



Highlights of the ATO's 2023 employee census results on unacceptable behaviour.

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### **About the 2023 census results**



How to interpret these results, demographic results and how we used these results.

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### **ATO specific questions 2023 and using these results**



Questions we asked that other agencies didn't, how to use the results and how we intended to act on feedback.

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QC 103479

## **Employee engagement 2023**

Highlights of the ATO's 2023 employee census results on employee engagement: say, stay, strive.

# ATO employee engagement index score

Your employee engagement index score is 74. Variance from:

- 2022 is 0
- the APS overall is +1
- larger operational agencies is +2
- extra-large sized agencies is +3.

## How engaged is your team?

Employee engagement is more than simply job satisfaction or commitment to an organisation. it is the extent to which employees are motivated, inspired and enabled to improve an organisation’s outcomes.

### Overall results on employee engagement

Statement	Positive	Neutral	Negative
Overall, I am satisfied with my job	75%	15%	10%
I am proud to work in my agency	80%	16%	4%
I would recommend my agency as a good place to work	79%	15%	6%
I believe strongly in the purpose and objectives of my agency	86%	12%	2%
I feel a strong personal attachment to my agency	64%	26%	10%
I feel committed to my	84%	14%	3%

agency's goals			
I suggest ideas to improve our way of doing things	85%	12%	3%
I am happy to go the 'extra mile' at work when required	89%	7%	3%
I work beyond what is required in my job to help my agency achieve its objectives	80%	17%	4%
My agency really inspires me to do my best work every day	62%	27%	11%

### Employee engagement result variance 1

Statement	Variance from 2022	Variance from APS Overall
Overall, I am satisfied with my job	-1	+2
I am proud to work in my agency	0	+4
I would recommend my agency as a good place to work	-1	+11
I believe strongly in the purpose and objectives of my agency	0	+1
I feel a strong personal attachment to my agency	0	+4
I feel committed to my agency's goals	-1	+1

I suggest ideas to improve our way of doing things	0	-2
I am happy to go the 'extra mile' at work when required	-1	-1
I work beyond what is required in my job to help my agency achieve its objectives	-1	-1
My agency really inspires me to do my best work every day	+1	+5

## Employee engagement result variance 2

<b>Statement</b>	<b>Variance from larger operational agencies</b>	<b>Variance from extra-large sized agencies</b>
Overall, I am satisfied with my job	+4	+5
I am proud to work in my agency	+7	+8
I would recommend my agency as a good place to work	+14	+15
I believe strongly in the purpose and objectives of my agency	+3	+4
I feel a strong personal attachment to my agency	+5	+6
I feel committed to my agency's goals	+2	+3
I suggest ideas to improve our way of	0	+1

doing things		
I am happy to go the 'extra mile' at work when required	+1	+1
I work beyond what is required in my job to help my agency achieve its objectives	0	+1
My agency really inspires me to do my best work every day	+6	+8

QC 103480

## Leadership 2023

Highlights of the ATO's 2023 employee census results on leadership.

**Published** 3 December 2024

## ATO leadership index scores

### Immediate supervisor index score

Your immediate supervisor index score is 77. Variance from:

- 2022 is 0
- the APS overall is +1
- larger operational agencies is +2
- extra-large sized agencies is +2.

### SES manager index score

Your SES manager leadership index score is 70. Variance from:

- 2022 is 0

- the APS overall is +1
- larger operational agencies is +3
- extra-large sized agencies is +3.

## Immediate supervisor

The immediate supervisor score assesses how employees view the leadership behaviours of their immediate supervisor in line with the *APS leadership capability framework*.

### Overall results on leadership by immediate supervisor

Statement	Positive	Neutral	Negative
My supervisor engages with staff on how to respond to future challenges	81%	13%	6%
My supervisor can deliver difficult advice whilst maintaining relationships	80%	14%	5%
My supervisor invites a range of views, including those different to their own	84%	11%	5%
My supervisor encourages my team to regularly review and improve our work	84%	11%	4%
My supervisor is invested in my development	79%	14%	7%
My supervisor ensures that my workgroup delivers on what we are responsible for	88%	9%	3%

My supervisor provides me with helpful feedback to improve my performance	81%	12%	7%
My immediate supervisor encourages me	78%	15%	6%

### Leadership – immediate supervisor result variance 1

Statement	Variance from 2022	Variance from APS Overall
My supervisor engages with staff on how to respond to future challenges	0	+2
My supervisor can deliver difficult advice whilst maintaining relationships	-1	+2
My supervisor invites a range of views, including those different to their own	0	+2
My supervisor encourages my team to regularly review and improve our work	0	+3
My supervisor is invested in my development	+1	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	-1	+1
My supervisor provides me with helpful feedback to improve my performance	0	+4
My immediate supervisor encourages me	+1	+2

## Leadership – immediate supervisor result variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
My supervisor engages with staff on how to respond to future challenges	+3	+3
My supervisor can deliver difficult advice whilst maintaining relationships	+2	+2
My supervisor invites a range of views, including those different to their own	+3	+4
My supervisor encourages my team to regularly review and improve our work	+4	+4
My supervisor is invested in my development	+4	+4
My supervisor ensures that my workgroup delivers on what we are responsible for	+2	+2
My supervisor provides me with helpful feedback to improve my performance	+4	+4
My immediate supervisor encourages me	+3	+4

## SES manager

The SES manager score assesses how employees view the leadership behaviours of their immediate SES manager in line with the APS leadership capability framework.

### Overall results on leadership by SES manager

Statement	Positive	Neutral	Negative
My SES manager clearly articulates the direction and priorities for our area	71%	21%	8%
My SES manager presents convincing arguments and persuades others towards an outcome	62%	30%	7%
My SES manager promotes cooperation within and between agencies	63%	32%	5%
My SES manager encourages innovation and creativity	67%	26%	7%
My SES manager creates an environment that enables us to deliver our best	65%	25%	9%
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	74%	22%	5%
In my agency, the SES work as a team	54%	33%	13%
In my agency, the SES clearly articulate the	67%	23%	10%

direction and priorities for our agency			
In my agency, communication between SES and other employees is effective	56%	29%	15%
My SES manager routinely promotes the use of data and evidence to deliver outcomes	67%	27%	6%

### Leadership – SES result variance 1

Statement	Variance from 2022	Variance from APS Overall
My SES manager clearly articulates the direction and priorities for our area	+1	+3
My SES manager presents convincing arguments and persuades others towards an outcome	+1	0
My SES manager promotes cooperation within and between agencies	+1	-4
My SES manager encourages innovation and creativity	+2	+2
My SES manager creates an environment that enables us to deliver our best	+1	+2
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	0	+1
In my agency, the SES work as	+1	+1

a team		
In my agency, the SES clearly articulate the direction and priorities for our agency	+1	+4
In my agency, communication between SES and other employees is effective	+1	+3
My SES manager routinely promotes the use of data and evidence to deliver outcomes	-	+1

### Leadership – SES result variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
My SES manager clearly articulates the direction and priorities for our area	+5	+6
My SES manager presents convincing arguments and persuades others towards an outcome	+5	+6
My SES manager promotes cooperation within and between agencies	+1	+2
My SES manager encourages innovation and creativity	+5	+5
My SES manager creates an environment that enables us to deliver our best	+5	+6

My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	+4	+5
In my agency, the SES work as a team	+4	+4
In my agency, the SES clearly articulate the direction and priorities for our agency	+6	+7
In my agency, communication between SES and other employees is effective	+5	+6
My SES manager routinely promotes the use of data and evidence to deliver outcomes	+4	+5

QC 103482

## Communication and change 2023

Highlights of the ATO's 2023 employee census results on communication and change.

**Published** 3 December 2024

### ATO communication index score

Your communication index score is 71. Variance from:

- 2022 is 0
- the APS overall is +3
- larger operational agencies is +4

- extra-large sized agencies is +4.

## Communication

The communication score measures communication at the individual, group and agency level.

### Overall results on communication

Statement	Positive	Neutral	Negative
My supervisor communicates effectively	84%	10%	6%
My SES manager communicates effectively	71%	21%	8%
Internal communication within my agency is effective	66%	22%	12%

### Communication result variance 1

Statement	Variance from 2022	Variance from APS Overall
My supervisor communicates effectively	0	+4
My SES manager communicates effectively	+1	+2
Internal communication within my agency is effective	0	+10

### Communication result variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
My supervisor communicates effectively	+4	+4
My SES manager communicates effectively	+5	+6
Internal communication within my agency is effective	+11	+11

## Change

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.

### Overall results on change

Statement	Positive	Neutral	Negative
When changes occur, the impacts are communicated well within my workgroup	72%	16%	12%
Staff are consulted about change at work	51%	32%	17%
Change is managed well in my agency	53%	29%	18%

### Change result variance 1

Statement	Variance from 2022	Variance from APS
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		Overall
When changes occur, the impacts are communicated well within my workgroup	-1	+4
Staff are consulted about change at work	+1	+2
Change is managed well in my agency	0	+10

### Change result variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
When changes occur, the impacts are communicated well within my workgroup	+6	+6
Staff are consulted about change at work	+3	+4
Change is managed well in my agency	+10	+10

QC 103483

# Workplace conditions 2023

Highlights of the ATO's 2023 employee census results on workplace conditions.

**Published** 3 December 2024

# Workplace conditions

## Overall results on workplace conditions

Statement	Positive	Neutral	Negative
My job gives me opportunities to utilise my skills	81%	12%	8%
I have a choice in deciding how I do my work	65%	24%	11%
Where appropriate, I am able to take part in decisions that affect my job	70%	18%	12%
I am clear what my duties and responsibilities are	82%	15%	4%
I am satisfied with the recognition I receive for doing a good job	68%	19%	13%
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	50%	21%	29%
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	75%	12%	13%
I am satisfied with the stability and security of my job	88%	8%	4%
I am confident that if I requested a flexible work	82%	10%	7%

arrangement, my request would be given reasonable consideration			
I feel a strong personal attachment to the APS	67%	25%	8%
I understand how my role contributes to achieving an outcome for the Australian public	93%	5%	2%
I believe strongly in the purpose and objectives of the APS	86%	12%	2%

### Workplace conditions result variance 1

Statement	Variance from 2022	Variance from APS Overall
My job gives me opportunities to utilise my skills	+1	+2
I have a choice in deciding how I do my work	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	0	+1
I am clear what my duties and responsibilities are	0	+2
I am satisfied with the recognition I receive for doing a good job	-1	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	-15	-2
I am satisfied with my non-monetary employment	-6	+1

conditions (e.g. leave, flexible work arrangements, other benefits)		
I am satisfied with the stability and security of my job	+1	+6
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	0	+4
I feel a strong personal attachment to the APS	0	+5
I understand how my role contributes to achieving an outcome for the Australian public	0	+1
I believe strongly in the purpose and objectives of the APS	0	+2

### Workplace conditions result variance 2

<b>Statement</b>	<b>Variance from larger operational agencies</b>	<b>Variance from extra-large sized agencies</b>
My job gives me opportunities to utilise my skills	+4	+5
I have a choice in deciding how I do my work	+6	+8
Where appropriate, I am able to take part in decisions that affect my job	+5	+6

I am clear what my duties and responsibilities are	+2	+2
I am satisfied with the recognition I receive for doing a good job	+5	+6
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	+5	+7
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	+5	+6
I am satisfied with the stability and security of my job	+7	+6
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	+7	+9
I feel a strong personal attachment to the APS	+4	+4
I understand how my role contributes to achieving an outcome for the Australian public	+1	+2
I believe strongly in the purpose and objectives of the APS	+2	+3

## Workloads

What best describes your current workload:

- Well above capacity 21%

- Slightly above capacity – lots of work to do 40%
- At capacity – about the right amount of work to do 34%
- Slightly below capacity – available for more work 4%
- Well below capacity – not enough work 1%.

#### Variation on 'What best describes your current workload'

<b>What best describes your current workload</b>	<b>Variance from 2022</b>	<b>Variance from APS Overall</b>	<b>Variance from larger operational agencies</b>	<b>Variance from extra-large sized agencies</b>
Well above capacity	+1	-2	-2	
Slightly above capacity – lots of work to do	-1	0	0	
At capacity – about the right amount of work to do	+1	+4	+3	
Slightly below capacity – available for more work	-1	-1	0	
Well below capacity – not enough work	0	0	0	

# Inclusion and flexible working 2023

Highlights of the ATO's 2023 employee census results on inclusion and flexible working.

**Published** 3 December 2024

## Inclusion

### Overall results on inclusion

Statement	Positive	Neutral	Negative
My agency supports and actively promotes an inclusive workplace culture	85%	11%	5%
My supervisor actively ensures that everyone can be included in workplace activities	85%	10%	4%
I receive the respect I deserve from my colleagues at work	81%	15%	4%

### Inclusion variance 1

Statement	Variance from 2022	Variance from APS Overall
My agency supports and actively promotes an inclusive workplace culture	+1	+5

My supervisor actively ensures that everyone can be included in workplace activities	+1	+2
I receive the respect I deserve from my colleagues at work	0	0

## Inclusion variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
My agency supports and actively promotes an inclusive workplace culture	+6	+7
My supervisor actively ensures that everyone can be included in workplace activities	+2	+2
I receive the respect I deserve from my colleagues at work	+1	+1

## Flexible working arrangements

Do you currently access any of the following flexible working arrangements? (Multiple responses):

- Part time 11%
- Flexible hours of work 37%
- Compressed work week 3%
- Job sharing 0%
- Working away from the office / working from home 77%

- None of the above 10%.

### Flexible working arrangements variance

Do you currently access any of the following flexible working arrangements? (multiple responses)	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from larger agencies
Part time	0	-3	-3	
Flexible hours of work	+4	+9	+8	
Compressed work week	+1	0	0	
Job sharing	0	0	0	
Working away from the office/working from home	0	+20	+25	
None of the above	0	-16	-18	

QC 103485

## Enabling innovation 2023

Highlights of the ATO's 2023 employee census results on enabling innovation.

**Published** 3 December 2024

## ATO innovation index score

Your enabling innovation index score is 66. Variance from:

- 2022 is 0
- the APS overall is +2
- larger operational agencies is +2
- extra-large sized agencies is +3.

## What the innovation score measures

The innovation score assesses both whether employees feel willing and able to be innovative, and whether their agency has a culture that enables them to be so.

## Innovation results

### Overall results on innovation

Statement	Positive	Neutral	Negative
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	81%	15%	4%
My immediate supervisor encourages me to come up with new or better ways of doing things	74%	20%	6%
People are recognised for coming up with new and innovative ways of working	65%	26%	9%

My agency inspires me to come up with new or better ways of doing things	55%	33%	11%
My agency recognises and supports the notion that failure is a part of innovation	42%	40%	17%

## Innovation result variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	+3	+4
My immediate supervisor encourages me to come up with new or better ways of doing things	+3	+4
People are recognised for coming up with new and innovative ways of working	+7	+7
My agency inspires me to come up with new or better ways of doing things	+6	+6
My agency recognises and supports the notion that failure is a part of innovation	+3	+3

# Wellbeing 2023

Highlights of the ATO's 2023 employee census results on wellbeing.

**Published** 3 December 2024

## ATO wellbeing policies and support index scores

The wellbeing score provides a measure of the practical and cultural elements that allow for a sustainable and healthy working environment.

Your wellbeing policies and support index score is 71. Variance from:

- 2022 is -1
- the APS overall is +2
- larger operational agencies is +3
- extra-large sized agencies is +4.

## Wellbeing policies and support results

### Overall results on wellbeing

Statement	Positive	Neutral	Negative
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	70%	20%	10%
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	68%	22%	10%

My agency does a good job of promoting health and wellbeing	70%	20%	9%
I think my agency cares about my health and wellbeing	66%	22%	12%
I believe my immediate supervisor cares about my health and wellbeing	87%	9%	4%

### Wellbeing variance 1

Statement	Variance from 2022	Variance from APS Overall
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	-1	+6
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	-4	+6
My agency does a good job of promoting health and wellbeing	-1	+7
I think my agency cares about my health and wellbeing	0	+5
I believe my immediate supervisor cares about my health and wellbeing	0	+1

### Wellbeing variance 2

Statement	Variance from larger	Variance from extra-

	operational agencies	large sized agencies
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	+7	+7
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	+7	+7
My agency does a good job of promoting health and wellbeing	+8	+8
I think my agency cares about my health and wellbeing	+8	+9
I believe my immediate supervisor cares about my health and wellbeing	+3	+3

## Stress

How often do you find your work stressful?

- Always 5%
- Often 24%
- Sometimes 51%
- Rarely 18%
- Never 2%.

## Stress variance

How often do you find	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Varian from extra-large
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<b>your work stressful?</b>				<b>sized agenc</b>
Always	+1	0	-1	
Often	0	-2	-2	
Sometimes	-2	+2	+3	
Rarely	+1	0	0	
Never	0	0	0	

## Emotional demands

To what extent is your work emotionally demanding?

- To a very large extent 6%
- To a large extent 18%
- Somewhat 41%
- To a small extent 26%
- To a very small extent 9%.

## Emotional demand variance

<b>To what extent is your work emotionally demanding</b>	<b>Variance from 2022</b>	<b>Variance from APS Overall</b>	<b>Variance from larger operational agencies</b>	<b>Variance from extra large sized agenc</b>
To a very large extent	0	-2	-3	
To a large extent	-1	-3	-4	
Somewhat	0	+3	+3	

To a small extent	0	+2	+2	
To a very small extent	0	0	0	

## Burn out

I feel burned out by work:

- Strongly agree 7%
- Agree 23%
- Neither agree nor disagree 35%
- Disagree 29%
- Strongly disagree 6%.

## Burn out variance

I feel burned out by work	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra-large sized agencies
Strongly agree	0	-1	-2	-3
Agree	0	-1	-1	-2
Neither agree nor disagree	0	+4	+3	+5
Disagree	-1	0	+1	+2
Strongly disagree	0	-1	0	0

# Health

In general, would you say that your health is:

- Excellent 8%
- Very good 32%
- Good 40%
- Fair 16%
- Poor 3%.

## Health variance

In general, would you say that your health is:	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra-large sized agencies
Excellent	0	-2	-1	-
Very good	-1	-2	-1	-
Good	+1	+2	+1	+
Fair	0	+2	+1	+
Poor	0	0	0	0

QC 103487

# Performance 2023

Highlights of the ATO's 2023 employee census results on performance.

## Work performance

In the last month, please rate your workgroup's overall performance:

- Excellent 26%
- Very good 57%
- Average 15%
- Below average 2%
- Well below average 1%.

### Workgroup overall performance variance

In the last month, please rate your workgroup's overall performance	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from external large size agencies
Excellent	-1	+1	+1	
Very good	+1	+2	+2	
Average	0	0	-2	
Below average	0	0	0	
Well below average	0	0	0	

## Success in meeting goals and objectives

In the last month, please rate your agency's success in meeting its goals and objectives:

- Excellent 16%

- Very good 59%
- Average 22%
- Below average 3%
- Well below average 1%.

### Success in meeting goals and objectives variance

In the last month, please rate your agency's success in meeting its goals and objectives	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra-large sized agencies
Excellent	0	0	+2	
Very good	+2	+5	+7	
Average	-2	-3	-6	
Below average	0	-1	-2	
Well below average	0	-1	-1	

## Performance results

### Overall results on performance

Statement	Positive	Neutral	Negative
My workgroup has the appropriate skills, capabilities and	79%	14%	8%

knowledge to perform well			
My workgroup has the tools and resources we need to perform well	64%	19%	17%
The people in my workgroup use time and resources efficiently	76%	16%	8%
My workgroup can readily adapt to new priorities and tasks	84%	11%	5%
The people in my workgroup cooperate to get the job done	88%	8%	4%

### Performance variance 1

Statement	Variance from 2022	Variance from APS Overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well	-2	0
My workgroup has the tools and resources we need to perform well	0	+5
The people in my workgroup use time and resources efficiently	-1	0
My workgroup can readily adapt to new priorities and tasks	-2	+1
The people in my workgroup cooperate to get the job done	-1	0

Performance variance 2

Statement	Variance from larger operational agencies	Variance from extra-large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	+2	+2
My workgroup has the tools and resources we need to perform well	+5	+4
The people in my workgroup use time and resources efficiently	+1	+2
My workgroup can readily adapt to new priorities and tasks	+2	+2
The people in my workgroup cooperate to get the job done	+1	+2

QC 103488

Retention 2023

Highlights of the ATO's 2023 employee census results on retention.

Published 3 December 2024

Thoughts on current position

Employees who indicated that they wanted to leave their current position as soon as possible or within the next 12 months were asked what their plans were.

Which of the following statements best reflects your current thoughts about working in your current position:

- I want to leave my position as soon as possible 10%
- I want to leave my position within the next 12 months 23%
- I want to stay working in my position for the next one to 2 years 39%
- I want to stay working in my position for at least the next 3 years 28%.

### Thoughts on current position variance

Which of the following statements best reflects your current thoughts about working in your current position?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies
I want to leave my position as soon as possible	0	0	0	
I want to leave my position within the next 12 months	0	-2	0	

I want to stay working in my position for the next one to 2 years	+1	+2	+5	
I want to stay working in my position for at least the next 3 years	-2	0	-4	

## Plans with leaving current position

What best describes your plans involved with leaving your current position:

- I am planning to retire 7%
- I am pursuing another position within my agency 62%
- I am pursuing a position in another agency 11%
- I am pursuing work outside the APS 9%
- It is the end of my non-ongoing, casual or contracted employment 0%
- Other 11%.

## Plans with leaving current position

What best describes your plans involved with leaving your current position?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies

I am planning to retire	-1	+2	0	
I am pursuing another position within my agency	+2	+21	+17	
I am pursuing a position in another agency	+1	-16	-13	
I am pursuing work outside the APS	-1	-2	-2	
It is the end of my non-ongoing, casual or contracted employment	-1	-3	-1	
Other	0	-2	-1	

## Primary reason for leaving

Employees were also asked for the primary reason behind their desire to leave and could select one response from a list of items.

Only the 5 reasons for leaving with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

What is the primary reason behind your desire to leave your current position? (5 highest responses):

- I wish to pursue a promotion opportunity 22%
- I am looking to further my skills in another area 14%

- I want to try a different type of work or I'm seeking a career change 13%
- I can receive a higher salary elsewhere 8%
- I have achieved all I can in my current position 6%.

There is no variance data available on this question.

QC 103489

## Unacceptable behaviour 2023

Highlights of the ATO's 2023 employee census results on unacceptable behaviour.

**Published** 3 December 2024

## Discrimination

Employees who had perceived discrimination in the last 12 months in the course of their employment were asked what the basis was for the discrimination. Employees could select one or more responses from a list of items. Only the 3 types of discrimination with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

### Experience of discrimination

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?:

- Yes 9%
- No 91%.

### Experience of discrimination variance

During the last 12 months and in the course	Variance from 2022	Variance from	Variance from larger	Variance from

of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?		APS Overall	operational agencies	la s a
Yes	+1	-1	-2	
No	-1	+1	+2	

## Where discrimination occurred

Did this discrimination occur in your current agency:

- Yes 94%
- No 6%.

## Caption

Did this discrimination occur in your current agency?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Va fr ex la si: aq
Yes	-1	+3	+1	
No	+1	-3	-1	

## Basis of discrimination

Basis for the discrimination that you experienced (3 highest responses):

- Age 31%
- Gender 27%

- Race 24%.

There is no variance data available on this question.

## Harassment and bullying

Employees who perceived harassment or bullying in the last 12 months were asked what type of harassment or bullying they experienced. Employees could select one or more responses from a list of items.

Only the 3 options with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

### Experience of harassment or bullying

During the last 12 months, have you been subjected to harassment or bullying in your current workplace:

- Yes 8%
- No 86%
- Not sure 5%.

### Experience of harassment or bullying variance

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies
Yes	+1	-2	-3	
No	-1	+2	+3	

Not sure	+1	0	0	
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## Types of harassment or bullying

Types of harassment or bullying experienced (3 highest responses):

- Verbal abuse (for example, offensive language, derogatory remarks, shouting or screaming) 39%
- Interference with work tasks (for example, withholding needed information, undermining or sabotage) 37%
- Inappropriate and unfair application of work policies or rules (for example, performance management, access to leave, access to learning and development) 32%.

There is no variance data available on this question.

## Reporting harassment or bullying

Did you report the harassment or bullying:

- I reported the behaviour in accordance with my agency's policies and procedures 30%
- It was reported by someone else 7%
- I did not report the behaviour 63%.

## Reporting harassment or bullying variance

Did you report the harassment or bullying?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies
I reported the behaviour in accordance with my agency's policies and procedures	+2	-5	-5	

It was reported by someone else	+2	-1	-1	
I did not report the behaviour	-4	+6	+6	

## Corruption

Employees who indicated that they had witnessed potential corrupt behaviour were asked to describe the behaviour. Employees could select one or more responses from a list of items.

Only the 3 types of corrupt behaviours with the highest proportion of responses are presented here. These may vary between agencies and with results for the APS overall.

### Unreported behaviour

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption:

- Yes 3%
- No 92%
- Not sure 3%
- Would prefer not to answer 2%.

### Unreported behaviour variance

Excluding behaviour reported to you as part of your duties, in the last 12 months have you	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies

<b>witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?</b>				
Yes	0	0	-1	
No	-1	+1	+2	
Not sure	0	0	-1	
Would prefer not to answer	0	0	0	

## Types of behaviour

Types of corrupt behaviours witnessed (3 highest responses):

- Cronyism or preferential treatment of friends, such as appointing them to positions without proper regard to merit 70%
- nepotism or preferential treatment of family members, such as appointing them to positions without proper regard to merit 25%
- acting (or failing to act) in the presence of an undisclosed conflict of interest 16%.

There is no variance data available on this question.

## Reporting

Did you report the potentially corrupt behaviour:

- I reported the behaviour in accordance with my agency's policies and procedures 18%
- It was reported by someone else 12%
- I did not report the behaviour 70%.

Reporting variance

Did you report the potentially corrupt behaviour?	Variance from 2022	Variance from APS Overall	Variance from larger operational agencies	Variance from extra large sized agencies
I reported the behaviour in accordance with my agency's policies and procedures	+1	-2	-4	
It was reported by someone else	-4	-4	-5	
I did not report the behaviour	+3	+6	+8	

QC 103490

About the 2023 census results

How to interpret these results, demographic results and how we used these results.

Published 3 December 2024

## Census details

Responses: 14,377 of 18,718, which is a response rate of 77%.

You can download the ATO results in portable document format (PDF) or spreadsheet format:

- [ATO Highlights Report \(PDF, 1.1MB\)](#) 
- [ATO Highlights Report \(XLSX, 41KB\)](#) .

## Demographics

### Gender

How do you describe your gender:

- Man or male 42%
- Woman or female 54%
- Non-binary 0%
- I use a different term 0%
- Prefer not to say 4%.

### First Nations

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person:

- Yes 3%
- No 97%.

### Disability

Do you have an ongoing disability:

- Yes 11%
- No 89%.

### Carers

Do you have carer responsibilities?

- Yes 44%
- No 56%.

## Identity

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?

- Yes 7%
- No 93%.

## Cultural background

How would you describe your cultural background (multiple responses):

- Australian (excluding Australian Aboriginal and/or Torres Strait Islander) 62%
- Australian Aboriginal and/or Torres Strait Islander 3%
- New Zealander (excluding Maori) 1%
- Maori, Melanesian, Papuan, Micronesian, and Polynesian 1%
- Anglo-European 11%
- North-West European (excluding Anglo-European) 2%
- Southern and Eastern European 6%
- South-East Asian 16%
- North-East Asian 4%
- Southern and Central Asian 5%
- North American 0%
- South and Central American and Caribbean Islander 1%
- North African and Middle Eastern 1%
- Sub-Saharan African 1%.

## Neurodiversity

Do you consider yourself to be neurodivergent:

- Yes 7%
- No 81%
- Not sure 12%.

## **Agency position**

This is our score and the overall APS score for the indices. These show where the ATO sits in comparison to the overall APS index score and the scores of other agencies.

## **Employee engagement**

The ATO ranks 58th out of 100 agencies, with a rating of 74. The range across the APS is 50 to 85 and the overall APS score is 73.

## **Leadership – immediate supervisor**

The ATO ranks 33rd out of 100 agencies, with a rating of 77. The range across the APS is 67 to 85 and the overall APS score is 76.

## **Leadership – SES manager**

The ATO ranks 58th out of 100 agencies, with a rating of 70. The range across the APS is 51 to 89 and the overall APS score is 69.

## **Communication**

The ATO ranks 32nd out of 100 agencies, with a rating of 71. The range across the APS is 44 to 84 and the overall APS score is 64.

## **Enabling innovation**

The ATO ranks 40th out of 100 agencies, with a rating of 66. The range across the APS is 48 to 79 and the overall APS score is 64.

## **Wellbeing policies and support**

The ATO ranks 46th out of 100 agencies, with a rating of 71. The range across the APS is 44 to 86 and the overall APS score is 68.

## **Guide to this report**

## **% positive**

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ('strongly agree' + 'agree' or 'always' + 'often') and dividing by the number of respondents who answered the question.

## **Rounding**

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

## **Anonymity**

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

## **Comparisons with results from previous years**

The method of analysing and reporting specific results may be periodically reviewed and revised. Such improvements are applied to current data and that of previous years. For this reason the current report is always the most accurate data source for APS employee census results, including comparisons with time series data.

QC 103491

## **ATO specific questions 2023 and using these results**

Questions we asked that other agencies didn't, how to use the results and how we intended to act on feedback.

**Published** 3 December 2024

## ATO specific questions

### ATO-specific questions

Statement	Positive	Neutral	Negative	Varian from 2022
People in my work area are client focused: they put clients, external and internal, at the centre of everything they do	85%	12%	3%	
People in my work area are united and connected: they work as one team to deliver the right outcomes for the community	80%	14%	7%	
People in my work area are empowered and trusted: they are supported to take ownership, exercise judgment, and make reasonable decisions	76%	15%	8%	
People in my work area are future oriented: they are flexible and adaptable	75%	19%	6%	

to meet immediate and future challenges				
People in my work area are passionate and committed: they bring professionalism, energy and determination to everything they do	79%	17%	4%	
The ATO actively encourages ethical behaviour by all of its employees	93%	6%	2%	
I believe there are good career opportunities for me at the ATO	68%	20%	12%	
In the ATO, the SES are sufficiently visible (e.g. can be seen in action)	58%	25%	17%	
I feel safe to voice differing views in the course of my work	76%	16%	9%	

## Guide to the data

### Data source

All data was provided by the APSC.

## **% positive**

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ('strongly agree' + 'agree' or 'always' + 'often') and dividing by the number of respondents who answered the question.

## **Rounding**

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## **Acting on feedback**

We used these prompts to ask ATO employees to learn from our employee census results.

## **Reflecting on the results**

Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.

Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.

Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results.

Celebrate these results.

Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.

Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable

## **Suggested questions to focus on**

Through driver analysis, these key questions have been identified as being important to employees in the ATO and associated with employee engagement. They are not necessarily the questions with the lowest scores. Some will be areas to improve upon and some will be areas to maintain. Develop actions and activities to improve upon these, where possible, to drive higher levels of performance.

What to focus on:

1. 'My agency supports and actively promotes an inclusive workplace culture' is 85% (+1 from 2022 and +5 variance from the APS overall)
2. 'Where appropriate, I am able to take part in decisions that affect my job' is 70% (same as 2022 and +1 variance from the APS overall)
3. 'My SES manager routinely promotes the use of data and evidence to deliver outcomes' is 67% (not included in 2022 and +1 variance from the APS overall)
4. 'Internal communication within my agency is effective' is 66% (same as 2022 and +10 variance from the APS overall)
5. 'My SES manager clearly articulates the direction and priorities for our area' is 71% (+1 from 2022 and +3 variance from the APS overall)
6. 'My SES manager creates an environment that enables us to deliver our best' is 65% (+1 from 2022 and +2 variance from the APS overall).

## **Time to take action**

## **Celebrate**

What things did we do well? Think about how we can build on our strengths and learn from what we are good at.

## **Investigate further with our teams**

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? through looking at the data in more detail or through discussions with staff?

## **Opportunities**

Areas we need to focus on and turn into action plans. What are the key things we need to improve to make working here better?

## **Local action plans**

Start your local action plans. Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

Prioritise 3 areas for action, including:

- timescales
- owner
- resources required
- target/success measure.

QC 103492

# **ATO 2023 employee census action plan**

A summary of the key findings of the 2023 employee census and how we planned to address them.

**Published** 3 December 2024

## **Summary of key ATO findings from the 2023 APS employee census**

The ATO's 2023 Census results reflect a stabilisation, with small or no variances across most index scores from last year (+/-1%). These results suggest the ATO has begun to stabilise at higher than pre-COVID levels, and continues to perform strongly against the APS, large and extra-large agencies.

Employee responses indicated a continued strong alignment with the ATO, its purpose, goals, and its focus on integrity. Additionally 79% of employees would recommend the ATO as a good place to work, representing a continued strong view of our attractiveness as an employer.

Employee views of overall workplace conditions remain strong. While we have seen a decline in the perceptions around remuneration, these were expected and typical given the current environment. Pleasingly, employees continue to maintain a positive sentiment in relation to the non-monetary elements of our Employee Value Proposition.

Results suggest employees continue to want ongoing investment in tools and resources to support their work. This result remains stable compared to last year, and is driven by a focus on technology and digital solutions.

The ATO's continued investment in wellbeing initiatives has resulted in a stabilisation of results around perceptions of wellbeing policies and support. This continues to trend well above APS and other agencies, creating a point of difference for the ATO.

Indicators around workload, burnout, and stress remain consistent with last year and employees have indicated their health continues to be good. However, there is an opportunity to build on these results and improve the experience for employees.

Retention indicators have remained stable compared to last year, however results indicate a strong preference for employees to explore other opportunities within the ATO as they seek promotions, look for opportunities to expand skills and experience, or explore a career change.

SES leadership index results remained stable, above APS, large and extra-large agencies. However we still have the opportunity to grow

our leaders and leadership pipeline with a focus on continuous improvement.

The ATO’s Census Action Plan will seek to build upon our strengths and address areas of concern with a focus on organisational wide initiatives.

These will be supported by tailored activities where opportunities for improvement exist in more specific areas of the ATO.

## Theme 1 Tools, resources and technology

We want to improve staff experience and perception on having the right tools and technology to do their job.

### Tools, resources and technology key actions

Our key actions	Our timing
Refresh our Staff Experience Roadmap to ensure it captures the actions that matter most to our people including sourcing additional data from our November 2023 ATO Pulse Staff Survey on staff experiences relating to tools, resources and technology.	April 2024
Delivery of a new Enterprise Knowledge Management system, making it easier for frontline staff to find their procedures and ensuring consistent and contemporary publishing processes to improve staff experience.	May 2024
Delivery of a new employee intranet (myATO), specifically designed to streamline and improve the staff communication experience.	Recently launched 2023
Complete a discovery project by designing journey maps that will result in agreed improvements that can be made for our staff technology experience.	September 2024

### Oversight

Deputy Commissioner ATO People working closely with Communications, Enterprise Technology and business.

## Theme 2 Mobility and career pathways

We want to strengthen the mobility and structured career pathway opportunities for our people.

### Mobility and career pathway key actions

Our key actions	Our timing
Strengthen our use of APS resources and networks available through the APS Academy and APS Professional Streams by improving internal marketing of these opportunities and communicating outcomes to show the value of broader APS capability building.	2023–2024
Improve the experience of Graduates by implementing a consultation process for post-program placements which better supports individual career development and aspirations.	February 2024
Develop a workforce strategy to shape our APS workforce to continue to grow our internal APS capabilities in line with the APS Strategic Commissioning Framework, with a focus on service delivery and technology areas.	February 2024

### Oversight

Deputy Commissioner ATO People working closely with business.

## Theme 3 Wellbeing

We want to increase awareness and capability for managers to create a safe and inclusive working environment where employees can thrive.

### Wellbeing key actions

Our key actions	Our timing
1. Enhance the actions and targets in the ATOs Thriving Minds Strategy by using HR data and insights, including from the census, ATO Pulse Staff Survey and industry research to continue to mature our wellbeing culture, including with a lens on diversity cohorts.	July 2024
2. Develop and deliver the targeted wellbeing toolkits to improve manager awareness of the psychosocial framework and broader capability on engaging with wellbeing topics in the workplace.	February 2024
3. Deliver the SES Wellbeing Masterclasses with a focus on the legislative settings and tools available to steward and lead a safe work environment for our people.	From November 2023

## Oversight

Deputy Commissioner ATO People

## Theme 4 SES leadership and stewardship

We want to enhance the development of our senior leaders with a focus on shaping our SES to lead the ATO into the future.

### SES leadership and Stewardship key actions

Our key actions	Our timing
Implement the initiatives outlined in the ATO SES Leadership Strategy focusing on an education series that will develop the core skills required under the leadership attributes to strengthen leadership practices.	2023–2024
Implement an SES Immersion Program that takes SES into the client service environment to build greater understanding of the services we deliver, the issues encountered by frontline staff and the experience of our clients.	From December 2023

Design and deliver the changes to the APS Performance Leadership and Recruitment items in a way that draws on the ATO SES Leadership Strategy to build a culture of performance leadership, integrity and stewardship.	During 2024
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## Oversight

Deputy Commissioner ATO People working closely with Service Delivery.

QC 103493

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