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APS employee census – ATO results

Current and past ATO results from the Australian Public Service (APS) employee census.

[2025 ATO census highlights report](#)



Highlights of the ATO's 2025 employee census results.

[ATO 2025 employee census action plan](#)



A summary of the key findings of the 2025 employee census and how we're addressing them.

[Past APS employee census results](#)



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

QC 60685

ATO 2025 employee census action plan

A summary of the key findings of the 2025 employee census and how we're addressing them.

Published 21 November 2025

What we achieved last year

Our wellbeing index has remained stable and is sitting 2% above the APS average. We have launched our new Thriving Minds (mental health) Strategy and continue to deliver targeted health, safety and wellbeing support to managers and staff.

We have provided greater opportunities for our staff to move to new roles and expand their skillsets through the launch of our Career Connect portal and our new ATO learning platform.

We are focused on increasing practical people management capability and confidence through the implementation of the ATO Manager Program 2025. The program, targeted at APS6 to EL2 managers is delivered over 2 days in a face-to-face setting.

We continue to focus on our employee technology experience including leveraging insights from staff input and delivering on key technology upgrades, including our mobile devices and laptops.

What we're doing well

Our 2025 Census results reflect that the ATO continues to perform well with all index results equal to or better than the APS, larger operational and extra-large agencies.

Our engagement index score has risen to 76%, up one percentage point from 2024 which shows even more of our staff are proud to work at the ATO and believe in our purpose and vision.

The number of staff who would recommend the ATO as a good place to work rose to 86%, up 3 percentage points from 2024 and 9 percentage points ahead of the APS overall.

We continue to be an agency built on integrity, with 87% of staff saying we have a positive integrity culture. This is up 3 percentage points from 2024 and 6 percentage points ahead of the APS overall.

The number of staff who agree that the ATO recognises that failure is a part of innovation is up 9 percentage points on last year and is 3 percentage points ahead of the APS.

What we want to work on

Our workforce capability

We want to develop confident leaders and support our people to achieve our Performance Evolution.

What we will do:

- Continue to deliver the ATO Manager Program to APS6 to EL2 ATO managers to enhance practical people management capability. The next phase is to develop a refreshed version for 2026.
- Enhance communication and learning to improve the safe adoption of generative AI.

Our future focused workforce

We want our people to be purpose driven and engaged through our strong collaborative culture.

What we will do:

- Develop a new culture and people strategy that enables our workforce to effectively deliver on the organisation's purpose and vision.
- Undertake an analysis of the future staff capability and skill needs to inform our ongoing investment in workforce capability.

Our employee technology

We want our people to continue to have the technology to do their job and a voice in how we improve the experience.

What we will do:

- Deliver on prioritised staff technology irritants and opportunities, establishing a sustainable and well-communicated plan to address them, informed by user insights.
- Refine and deliver our Modern Workplace Technology Strategy to support opportunities in the technology and tools that we use day to day.

QC 105889

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