



Australian Government
Australian Taxation Office

2024 ATO Census action plan

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 by 3 percentage points to 67% from 2023. 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.

What we want to work on

| Theme | Goals | What we will do |
|-------------------------------------|--|---|
| Manager capability | We want to enhance the capability of our middle managers in supporting team performance and development. | <ol style="list-style-type: none"> 1. Develop manager training programs that are tailored to the level of experience of managers, supported by a new framework to build middle manager capability. 2. Build the capability of managers in having and recording effective performance and development discussions with staff to help them to perform, grow and thrive. |
| Mobility and career pathways | We want our people to have opportunities for continued career development in the ATO. | <ol style="list-style-type: none"> 1. Enhance our mobility culture through internal talent retention initiatives and updates to our mobility processes to support career pathways. 2. 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. | <ol style="list-style-type: none"> 1. 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. 2. 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. | <ol style="list-style-type: none"> 1. Complete analysis of staff feedback on their experience using our IT systems to identify opportunities to inform further technology enhancements. 2. Refine and deliver our Employee Technology Experience Vision to support the ATO with a clear pathway for our technology experiences. |